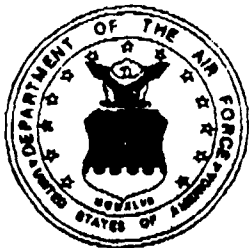


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**Air Force
Environmental Planning Division
(HQ USAF/CEVP)**

Room 5B269
1260 Air Force Pentagon
Washington, DC 20330-1260

16 JUL 93

MEMORANDUM FOR DTIC (Acquisition)

(ATTN: Pat Mauby)

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Jack Bush, Gm-14
Mr. Jack Bush
Special Projects and Plans
703-697-2928
DSN 227-2928

City of Kimball
223 South Chestnut Street
Kimball, Nebraska 69145

20 May 1985

CITY COUNCIL, AND CITIZENS OF KIMBALL:

During the Fall of 1984, you committed yourselves to a process aimed at improving your community's economic health and insuring its long-term future by: reversing current negative economic trends, diversifying its economy so it can be less vulnerable to events beyond its control, and improving its quality of life so it can become a desirable residence for its youth and other immigrating workers.

This plan is dedicated to these objectives. It describes the underlaying trends and conditions of the Kimball economy and a comprehensive list of the other interdependent elements of your community. More importantly, this plan identifies economically viable development strategies for you to pursue and recommends immediate actions to be taken to implement these strategies.

Since this is truly a community-centered and produced plan, its implementation should be realistic. WestPlan and Coley/Forrest, as the consultants, have only applied our technical skills and knowledge to the goals and objectives of the community.

The programs suggested in this plan will only be achieved through a strong commitment of time and effort from the public and private sectors. Also, it will be better for you to immediately undertake only a few well-supported programs and then build on your initial successes. Efforts which you have already begun through the Kimball NOW Committee and other channels need to be actively pursued.

The people, businesses and government have the ability and resources to insure the future of the community. Only through a concerted effort, which will require some personal and fiscal sacrifices,

can you expect to insure a prosperous community for future generations. It is evident from the facts presented in this report that the goals the community has set for itself are within the realm of physical and fiscal reality. You, the leadership of the community, will determine their achievement.

A special thanks must be given to the citizens of Kimball, for your willingness to become involved in this process. Your participation in the Community Workshops and meetings and numerous informal contacts has provided the basis for this plan. We would like to recognize the support provided throughout the planning effort by the City Administrator, Bob Arraj; the Plan Advisory Committee; and the City Council, Bill Batterton, Gary Robinson, Bob Rutledge, Chuck Benstead, and Mayor Edith Haynes.

We have enjoyed working with you and look forward to the implementation of your plan.

Sincerely,

WESTPLAN PARTNERSHIP



Frank B. Gray
Partner

COLEY/FORREST, INC.



Jean C. Ackerman
President

| | |
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KIMBALL, Nebraska

economic and community development plan

This contract is financed by funds authorized under Section 801 of the Military Construction Authorization Act, 1981 (PL96-48 as amended by PP97-99, 10 USC).

This 801 grant agreement is between the Wyoming Industrial Siting Administration acting on behalf of the Wyoming-Nebraska Intergovernmental Executive Impact Council and the United States of America acting through the Department of the Air Force.

The Wyoming Industrial Siting Administration provided funding to the State of Nebraska through the Policy Research Office, an agency of the State of Nebraska, which designated the City of Kimball as the direct supervisor of this project.

May 1985

WestPlan
GRAY · RUPPECK · URBONAS
Partnership

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COLEY FORREST

1000 W. 10TH STREET SUITE 100 DENVER, CO 80202 303-733-9800

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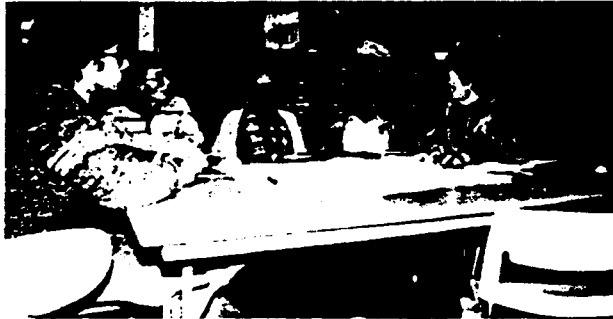
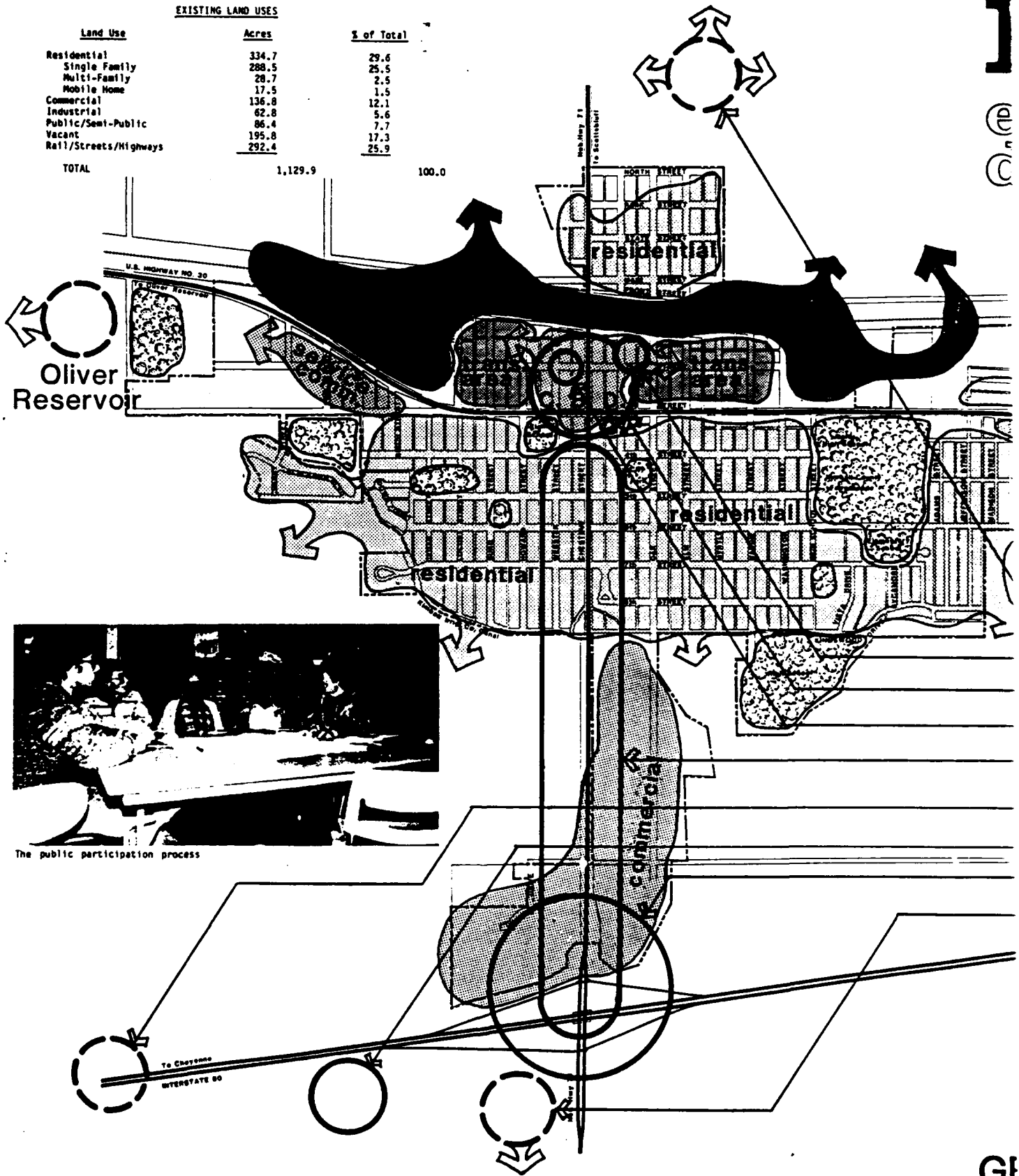
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SUMMARY PLAN

EXISTING LAND USES

| Land Use | Acres | % of Total |
|-----------------------|-------|------------|
| Residential | 334.7 | 29.6 |
| Single Family | 288.5 | 25.5 |
| Multi-Family | 28.7 | 2.5 |
| Mobile Home | 17.5 | 1.5 |
| Commercial | 136.8 | 12.1 |
| Industrial | 62.8 | 5.6 |
| Public/Semi-Public | 86.4 | 7.7 |
| Vacant | 195.8 | 17.3 |
| Rail/Streets/Highways | 292.4 | 25.9 |

TOTAL 1,129.9 100.0



The public participation process

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KIMBALL, Nebraska

economic and community development plan



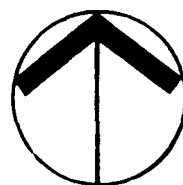
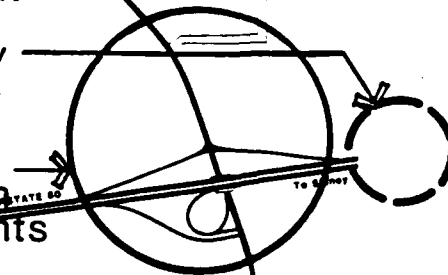
Introduction

Over the past several decades, the City and County of Kimball have gone through several planning processes. Each process has resulted in the publication of a planning document. The majority of the recommendations in these former documents have never been realized for various and sundry reasons. The main reason, however, has been that these plans have been the reflection of an outside consultant about the City and County of Kimball. This plan is, therefore, based on the hopes, aspirations and dedication of the people of the Kimball area. WestPlan and Coley-Forrest, as the consultants, have only applied our technical skills and knowledge to goals and objectives of the community. Since this is truly a community-centered and produced plan, its implementation should be realistic. There are many programs suggested in this plan that will require a great deal of community time and effort. The Kimball community will have to assign a top priority to these implementation programs if they are going to be achieved. It will take close cooperation between the private and public sectors for the entire community to realize the profit of these programs. The following summary outlines the basis and substance of this community planning effort and should provide a blueprint for future public and private actions.

ECONOMIC STRATEGIES

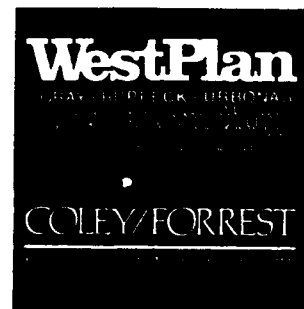
Small Game Hunters

Sales Barn
Downtown Retail Opportunities
Plains Museum
Entrance Treatment Improvements
Community Identity From Interstate
Missile Museum
Truckstop
Travel and Tourism
Airport Improvements



n o r t h

GENERAL
LAND USE PLAN



PROFILE

PREFACE

The Kimball economy is vulnerable. Its population, employment and sales are declining. Young people are emigrating because they foresee neither interesting job opportunities nor recreation and cultural activities they will enjoy.

Historically, intermittent surges in economic activity from oil and gas and missile development have bolstered the economy. Some wealth was left during these booms, but the basic economy is still weak. These surges may occur again; if they do, Kimball is prepared to respond.

An important event occurred in Kimball during this Fall (1984). The community committed itself to improving its economic health by:

- reversing current negative economic trends;
- diversifying its economy so it can be less vulnerable to events beyond its control;
- improving its quality of life so it can become a desirable residence for its youth and other immigrating workers.

This report is dedicated to these objectives. It describes the underlying economic trends and conditions of the Kimball economy and more importantly identifies economically-viable development strategies that the local community might pursue.

HISTORICAL ECONOMIC PROFILE

Kimball's economic origins are in agriculture, hunting and trade. The local economy has withstood several major structural changes to its economic base within the last 70 years. Kimball's greatest continuing economic asset has been its location with respect to major surface transportation routes.

Kimball was intermittently occupied by many Indian tribes. The Southern Platte River was the frequently disputed "boundary" between tribes. No one tribe resided in the area permanently; each used the area for hunting and fishing.

In the mid-1800s, the "Old Emigrant Road" which paralleled Lodgepole Creek, was used by White settlers as an alternate to the more frequently traveled Oregon and Mormon Trails.

The first permanent settlement occurred in 1868, when the Union Pacific established tracts through the County. Kimball became a trading center for the agricultural community; the railroad system was used to haul agricultural products to market.

Agricultural activity grew steadily between 1880 and 1910. Between 1910 and 1920 agricultural activity flourished for two related reasons: the passage of the Kincaid Act Homestead Law which allowed households to settle unirrigated tracts large enough (640 acres) to support a family and the formation of the Kimball Irrigation District. Between 1910 and 1920, Kimball County grew from 1,942 to 4,496 people.

Oil was discovered in Kimball County in June, 1951. Oil production peaked in 1957 with 15.2 million barrels; county population increased from 4,283 in 1950 to 7,975 in 1960. Population within the City of Kimball increased from 2,048 to 4,384 during the decade.

Between 1960 and 1970, Kimball experienced a decline in oil production and the closure of the Sioux Army Depot. Oil production was 7.6 million barrels in 1962 and 2.4 million in 1970. Population also declined from 3,915 to 6,009. Agricultural activity remained relatively steady during this interval.

In 1962, the U.S. Air Force initiated its Minute Man Missile Program and constructed more than 200 missile silos to house intercontinental ballistic missiles. During the 1960s, Kimball experienced a temporary infusion of up to 4,500 construction workers. When the silos were completed, local employment dissipated to a permanent military maintenance crew, based in Cheyenne.

Between 1970 and 1983, Kimball experienced a moderate decline in oil and gas production but an increase in exploratory and development drilling permits. In 1983, oil production totaled 1.1 million barrels and represented 17.2 percent of statewide production.

SUMMARY OF CURRENT ECONOMIC CONDITIONS

Demographics

Kimball residents have these distinguishing characteristics relative to the State and the United States:

- a higher proportion of persons 65 and older (13.9% in Kimball County; 11.3% in the United States)
- a lower proportion of persons 20 to 34 years old (20.6% in Kimball County; 25.4% in Nebraska; 25.9% in the United States)
- a lower proportion of employees to total population due to relatively lower female labor force participation
- slightly lower median household income (6% lower than Nebraska and 15% lower than United States)

Over the last 20 years, there has been a significant increase in the resident population aged 65 and over. In 1960, the four southern Panhandle counties (Banner, Cheyenne, Deuel, Kimball) contained 7.1 percent persons 65 and over; by 1980, this age group comprised 15.7 percent of the total population.

Over the same time period, there has been a significant decrease in the number and proportion of people under 18. Between 1960 and 1980 this group decreased from 41.1 percent to 28.0 percent in total population.

Population Trends and Projections

Historically, Kimball County and the four-county study area has experienced slightly declining population; declines have averaged 1.9 percent over the last 20 years.

Projections developed by the Bureau of Business Research at the University of Nebraska forecast slightly lower population for Kimball County and the four-county southern Panhandle study area.

| Population | 1980 | 1985 | 1990 | 1995 |
|------------------------|--------|--------|--------|--------|
| Kimball County | 4,882 | 4,827 | 4,808 | 4,760 |
| Four-County Study Area | 18,319 | 18,092 | 17,996 | 17,885 |

Employment Trends

Total employment in Kimball County decreased between 1961 and 1980 by 11% workers (20%) primarily due to declines in oil and gas activity.

| Sectors With Increased Employment | Sectors With Decreased Employment |
|-----------------------------------|--|
| Manufacturing Wholesale Trade | Agriculture Mining Transportation/ Communications/ Utilities Construction |

Sales Activity

Total sales activity, measured in current dollars [subject to state sales tax], declined 16 percent in the County between 1980 and 1983.

| | 1980 | 1981 | 1982 | 1983 |
|-------------|--------------|--------------|--------------|--------------|
| Total Sales | \$35,442,745 | \$39,720,088 | \$33,641,364 | \$29,664,904 |

If sales activity is measured in constant (1960) dollars [discounted for inflation], it declined 31 percent in the County between 1980 and 1983.

Sectoral Sales Activity

Sales activity in Kimball County has these distinguishing characteristics:

- Mining (oil and gas) activity represents a significant (11%) proportion of Kimball County sales; statewide, mining activity represents less than 1 percent of sales.
- Wholesale trade in Kimball County (10%) comprises twice as much sales activity as in the state (5%).
- Professional and personal services activity comprises only 5 percent of total Kimball County sales; statewide, these sectors comprise 9 percent of total activity.
- A significant portion of Kimball sales activity is in the mining (oil and gas) sector. Kimball mining activity represents 11 percent of total sales; statewide, mining activity represents less than 1 percent of total sales.
- The volume of activity in professional, business and personal services (FIRE and Services sectors) in Kimball County is one-half the volume of activity statewide; Kimball County residents tend to travel to larger metropolitan areas, such as Scottsbluff, Cheyenne and Sterling, for financial, real estate, medical, insurance, and other services.
- The volume of wholesale trade in Kimball County is substantially more than in the state as a whole, due to the significant oil and gas service business in Kimball. Wholesale trade in Kimball County represents 10 percent of total sales; statewide, wholesale trade represents only 5 percent of total sales.
- The proportion of retail activity in Kimball is similar to statewide proportions. Kimball does not currently function as a strong retail trade center for the southern panhandle counties.
- Although the market value of agricultural products produced in Kimball County is \$21,000,000, there are no registered agricultural sales in the County. Kimball County ranchers sell their livestock in Scottsbluff and in Sterling and Brush, Colorado. Wheat is stored in Kimball area silos; the sales transactions occur elsewhere.

COMMUNITY GOALS

Community Goals

The public participation process has provided the overall vision for the desired future of Kimball and ideas for ways to make that vision become reality. The Kimball Economic and Community Development Plan is an articulation of those concerns that the community has communicated through the participation process. By involving themselves in the planning process, the people of Kimball have ensured that this plan - rather than something conjured up by an outside expert - will meet their needs. They have a large stake in seeing that the plan, as they have shaped it, becomes reality.

Goals represent statements of community desires/directions for the future. They are not courses of action or strategies for achieving desired ends. They serve as guidance for the future and should hold true over time. Each community in response to their own specific needs will have different goal statements. The following goals are general statements derived through many discussions with residents and statements presented in the workshop and community meetings.

• PROVIDE STABILITY AND GROWTH THROUGH THE EXPANSION OF EXISTING INDUSTRIES AND THE DEVELOPMENT AND ATTRACTION OF NEW BUSINESS AND INDUSTRY COMPLEMENTARY TO THE EXISTING ECONOMIC STRUCTURE.

• RE-ESTABLISH KIMBALL'S HISTORIC ROLE AS A TRADE CENTER FOR THE SOUTHERN NEBRASKA PANHANDLE THROUGH EXPANSION AND REVITALIZATION OF HISTORIC WHOLESALE TRADE ACTIVITIES AND BY REDEVELOPING DOWNTOWN KIMBALL AS A FUNCTIONAL AND ATTRACTIVE REGIONAL RETAIL SHOPPING CENTER.

• CREATE A "SENSE OF PLACE" FOR KIMBALL. PROMOTE THE COMMUNITY'S UNIQUE HERITAGE AND SCENIC QUALITY TO ATTRACT VISITORS. BUILD ON THE LOCAL QUALITY OF LIFE AND KIMBALL'S SPECIAL PEOPLE TO ATTRACT NEW INVESTMENT AND RESIDENTS.

• DEVELOP KIMBALL AS A REGIONAL ACTIVITY CENTER WITH QUALITY ENTERTAINMENT, RECREATION, AND COMMUNITY EVENTS.

• ASSURE THE AVAILABILITY OF JOBS, HOUSING, AND OTHER ESSENTIALS FOR THE CURRENT POPULATION AS WELL AS TO ACCOMMODATE NEW GROWTH. ALSO, AS THE "STAGE IN LIFE" OF RESIDENTS CHANGE, KIMBALL SHOULD CONTINUE TO BE ABLE TO MEET THEIR NEEDS.

• MAINTAIN KIMBALL'S QUALITY LIVING ENVIRONMENT. BEAUTIFY THE CITY IN KEEPING WITH CITIZENS' HIGH LEVEL OF COMMUNITY PRIDE. DEVELOPMENT SHOULD BE COMPATIBLE WITH THE SCENIC NATURE OF THE AREA.

• MAINTAIN AND EXPAND THE COMMUNITY SERVICES - EDUCATION, RECREATION, AND OTHER FACILITIES - THAT AREA RESIDENTS NEED AND EXPECT AS PART OF THE NEBRASKA "GOOD LIFE."

The Planning Process

Toward the above goals each element of the community - the economy, land use, transportation, housing, community services and facilities, and utilities - has been analyzed in depth to identify what opportunities exist for progress and what constraints will have to be overcome. Based on these opportunities and constraints, and with the overall community goals in mind, specific objectives for each of the above plan elements have been identified. The final section of this report details the economic and community development strategies which are recommended as having the best potential to meet the specific objectives and move Kimball toward its desired future.



ECONOMY

EMPLOYMENT ACTIVITY BY SECTOR

Total employment in Kimball County was estimated at 2,274 in 1980.

Between 1960 and 1970, total employment decreased by 375. Slight increases in manufacturing, wholesale trade and services sectors were effectively offset by declines in agriculture, mining and transportation sectors.

Employment between 1970 and 1980 decreased by 186 due to declines in mining, manufacturing and services.

Significant sectors of employment activity in the county include the following:

| Sector | % of 1980 Total Employment |
|--------------|----------------------------|
| Services | 23% |
| Retail Trade | 19% |
| Agriculture | 16% |
| Mining | 9% |

The services sector is dominated by School District and Kimball County Hospital employees. Contrary to national and state trends, the services sector decreased in employment from 1970 to 1980.

Retail trade has maintained a relatively constant proportion of total employment.

The agricultural sector decreased in employment between 1960 and 1970 and increased slightly between 1970 and 1980. Nevertheless, the agricultural sector does represent approximately 16 percent of total employment in the region.

Mining employment decreased significantly between 1960 and 1980 (55% to 21%) but remains a significant employer in the region.

Four of the six major employers in the Kimball area are in the services sector, as outlined in the table below. The other two major employers are manufacturers.

LARGEST EMPLOYERS IN KIMBALL AREA

| Employer | Number of Employees |
|-------------------------|---------------------|
| George Risk Industries | 67 |
| Accessory Sales | 34 |
| City of Kimball | 39 |
| Kimball County Hospital | 66 |
| School District | 127 |
| Kimball County | 46 |

Four large employers are local governments, and should be expected to maintain a stable employment base, increasing consistently with, but not faster than, the general economy of the area.

SALES ACTIVITY BY SECTOR

Sales by sector is a good measure of current economic activity. By examining which sectors are increasing and which sectors are declining over time and relative to the surrounding community, one can obtain a good indication of the health of the local economy.

In Kimball County, this type of analysis quantifies and clarifies the dominant influence of oil and gas and agricultural activity.

Retail Sales

In Kimball County, retail sales have comprised between 55 and 60 percent of total sales activity, as summarized below. Over the last 4 years, retail sales increased between 1980 and 1981, but have decreased each year since 1981. The aftermath of the latest oil and gas "boom" caused a reduction in general economic activity.

In current dollars, retail sales decreased at an average rate of 6.5 percent per year. When these figures are discounted for inflation, retail sales, (measured in constant dollars), decreased at an average rate of 12 percent per year.

KIMBALL COUNTY RETAIL SALES

| Year | Annual Change |
|---------|---------------|
| 1980-81 | 10% |
| 1981-82 | (12%) |
| 1982-83 | (14%) |

Mining

The second largest sector of sales activity is mining. This sector, which represented 11 percent of sales in 1983, increased between 1980 and 1981, and has decreased relatively consistently over the last 3 years.

Wholesale Trade

The third significant sector in the Kimball County economy is wholesale trade. This sector, which in 1983 comprised 10 percent of the total sales activity, increased between 1980 and 1981 and decreased annually since then. Sector activity trends with oil and gas activity since a significant volume of wholesale trade is associated with oil and gas services.

Agricultural Activity

Although agricultural activity has decreased slowly and consistently, it currently represents:

- 16 percent of total county employment;
- 86 percent of total county acreage; and
- \$21 million in agricultural products sold.

Winter wheat production in the four southern Panhandle counties represents approximately 21 percent of statewide production.

Agricultural crops are stored near rail sidings in Kimball for immediate or future sale; there are very few agricultural product processing businesses in the County; the livestock sales barn closed in 1982 due to city ordinance requirements. Currently, livestock is sold outside of the County.

Crop Sale Activity

In the southern Panhandle counties, major crop production includes corn, edible beans, hay and winter wheat. Beets, sorghum, and alfalfa are produced in some of the counties. Due to annual hail activity, less hardy crops are more difficult to grow and harvest.

In 1981, the estimated value of crops produced in these four counties totaled \$103.3 million as summarized below. Kimball County major crops were valued at \$26.9 million. [Note that these value estimates are higher than the Census of Agriculture estimates for 1982.]

The southern Panhandle counties produced

- 21% of the State's winter wheat harvest;
- 9% of the State's edible bean harvest;
- 2% of the State's hay harvest, and
- 0.4% of the State's corn for grain harvest.

TOTAL NET SALES: KIMBALL COUNTY 1980 - 1983

| | 1980 | 1981 | 1982 | 1983 |
|-----------------|--------------|--------------|--------------|--------------|
| Agriculture | - 0 - | - 0 - | - 0 - | - 0 - |
| Mining | \$4,422,429 | \$5,733,865 | \$3,770,784 | \$3,223,003 |
| Construction | - 0 - | - 0 - | \$273,886 | - 0 - |
| Manufacturing | \$420,236 | \$349,432 | \$248,836 | \$218,388 |
| TQU* | \$1,301,890 | \$1,616,114 | \$1,794,035 | \$2,082,555 |
| Wholesale Trade | \$4,543,307 | \$4,632,954 | \$3,608,425 | \$2,949,098 |
| Retail Trade | \$21,088,880 | \$23,161,441 | \$20,090,287 | \$17,234,369 |
| FIRE** | - 0 - | - 0 - | - 0 - | - 0 - |
| Services | \$2,168,976 | \$2,559,994 | \$2,214,654 | \$1,550,363 |
| Other | \$1,477,027 | \$1,666,286 | \$1,840,457 | \$2,407,133 |
| COUNTY TOTAL | \$35,422,745 | \$39,720,088 | \$33,841,364 | \$29,664,909 |
| Automotive | \$4,379,865 | \$4,893,066 | \$4,457,927 | \$4,051,982 |

* Transportation, Communications and Utilities.
** Finance, Insurance and Real Estate

NOTE: Automotive sales are recorded in the county where the vehicle is registered not at the origin of purchase.

Historic Sales Activity

To examine more carefully historic sales activity by sector in Kimball County, the southern Panhandle counties, and the state of Nebraska, the table on a subsequent page has been prepared. Each sector of activity has been indexed to a scale of 100, using 1980 as a base. Activity in subsequent years for each sector is presented as an indexed value from this base.

In Kimball County, total sales activity in 1983 represented only 84 percent of sales activity in 1980. In the southern Panhandle counties as a whole, sales activity in 1983 was approximately the same dollar value as sales activity in 1980. In the state of Nebraska, sales activity had increased 4 percent in 1983 over 1980 levels.

Manufacturing. Manufacturing activity [which is subject to sales tax] has decreased consistently in Kimball County over the last 4 years, as it has in the state as a whole. In 1983, Kimball County manufacturing activity represented 52 percent of its 1980 volume. However, manufactured equipment is not subject to state sales tax; activity in equipment sales is not measured in this analysis.

Transportation/Communication/Utilities. This sector has been a strong performer in Kimball County, the southern Panhandle, and the state as a whole. In 1982, Kimball County activity in this sector was 60 percent higher than its 1980 level. Similarly, this sector has increased consistently in the southern Panhandle counties. In the state, 1983 activity was 17 percent higher than 1980 activity.

Wholesale Trade. This sector has a strong influence in Kimball County. Most wholesale businesses sell products to oil and gas producers. This sector moves directly with oil and gas activity; the 1983 volume of wholesale trade was 65 percent of the 1980 volume. Even at a reduced level of activity, wholesale trade in Kimball County was double the statewide proportions.

Retail Trade. Retail trade represents approximately 60 percent of the sales activity in Kimball County. It is important to note that retail sales activity in 1982 represented only 82 percent of the 1980 level of activity. In the state as a whole, retail trade in 1983 was also lower than activity in 1980.

Services. The services sector in Kimball County and in the southern Panhandle counties has decreased over the last 4 years. In 1983, sales activity in Kimball County was 29 percent lower than activity in 1980. In contrast, statewide activity in the services sector was 28 percent higher in 1983 than in 1980.

"Other" Sales. This sector, which represents 5 percent of Kimball County activity, increased most rapidly over the last 4 years. However, since this sector is a catch-all and includes activity not classifiable in other sectors, it is difficult to know with precision why activity has increased.

Retail Demand and Retail Leakage

We have estimated the total dollar volume of retail goods and services purchases generated by the four-county Kimball market area for convenience and comparison goods and services and the portion of total convenience goods and comparison goods and services purchases that could be expected to be spent within Kimball County by these market sources.

This estimate is compared with actual retail sales in Kimball County. The difference, commonly called "leakage," represents an additional volume of retail trade that Kimball County could reasonably expect to have today.

| | | | | |
|-------------------------|---|---------------------|---|--------------|
| Estimated Retail Demand | - | Actual Retail Sales | = | "Leakage" |
| \$32,134,870 | - | \$18,784,732 | = | \$13,350,136 |

Retail demand in Kimball County is derived from two general sources: market area residents and travel/tourism.

| Sources of Demand | Estimated Demand in Kimball County |
|-----------------------|---------------------------------------|
| Market Area Residents | \$26,520,197 |
| Travel/Tourism | 5,614,673 |
| TOTAL | \$32,134,870 |

According to these estimates, Kimball County could expect to capture \$32,134,870 in retail goods and services expenditures. Current (1983) Kimball County retail goods and services activity totaled \$18,784,732. This leaves a potential additional capture of approximately \$13,350,136 in retail sales and services that Kimball County could reasonably expect to have today with improved:

- advertising and promotion campaign;
- inventory of goods and services;
- merchant service.

Travel and Tourism

Interstate 80 carries approximately 3,650 to 3,900 vehicles daily, including 40 percent heavy vehicles. Although there is no comprehensive truck stop, I-80 fronting businesses do draw truck business from I-80.

There are seven motels in the Kimball area which average approximately 40 percent occupancy. Activity during the summer months is typically 1.5 to 2.0 times the annual average.

There is a modest volume of small game hunting activity in the fall months. In 1983, the four southern Panhandle counties issued 2,100 non-resident and 4,000 resident fishing and small game hunting licenses.

PEACEKEEPER MISSILE IMPACT

"The President has directed that the Air Force deploy the Peacekeeper missile system at a location near F.E. Warren Air Force Base (hereafter F.E. Warren AFB), close to Cheyenne, Wyoming. The Peacekeeper system (formerly known as the M-X system), is an advanced, land-based intercontinental ballistic missile. The plan calls for the replacement of 100 existing Minuteman III missiles with 100 Peacekeeper missiles. Existing missile silos will be used, and there will be very little structural modification needed. Missile replacement will occur within the two squadrons (of 50 missiles each) located nearest F.E. Warren AFB, the 319th and 400th Strategic Missile Squadrons. Peacekeeper deployment will occur between 1984 and 1989.

An environmental impact statement (EIS) was prepared for the Proposed Action as outlined above. Information contained in the EIS is based upon environmental information and analysis developed and reported in a series of 13 final environmental planning technical reports (EPTRs)."

This section summarizes major anticipated impacts on Kimball County.

Housing

The project is expected to generate demand for 91 housing units; most will be accommodated in existing housing and mobile home parks. A net demand of 9 additional permanent homes is expected.

PEACEKEEPER MISSILE: HOUSING DEMAND CITY OF KIMBALL: 1989

| | Project Demand | Net Demand |
|-----------------|----------------|------------|
| Single-Family | 30 | 0 |
| Multi-Family | 31 | 0 |
| Mobile Home | 18 | 9 |
| Total Permanent | 79 | 9 |
| Temporary | 12 | 0 |

*Peacekeeper Missile Final Environmental Impact Statement, Department of the Air Force, Preface.

Employment

Employment impacts are expected to occur in Kimball County in 1988 and 1989 as follows.

PEACEKEEPER MISSILE: EMPLOYMENT DEMAND KIMBALL COUNTY

| Year | Total |
|------|-------|
| 1988 | 75 |
| 1989 | 300 |

Public Finance

Some short-term fiscal deficits are expected in 1988, caused by services required by a large but temporary increase in population. Long-term fiscal impacts are "low and not significant."

Impacts to the Combined Utilities Fund and the School District are expected to be "beneficial and not significant."



LAND USE

Existing Land Use

The physical development pattern of Kimball is largely a result of the original grid pattern of streets and lots laid out by the Union Pacific Railroad in the late 1800's. Early development occurred on either side of the railroad tracks, but growth generally occurred to the south of the tracks where natural features were the least constraining.

Kimball may be described as a very compact community with its various functional areas or districts (Residential, Commercial and Industrial) generally well defined. Over half (55%) of Kimball's total area is developed for residential purposes, most of which (86%) are single family detached units. The older residential areas are in the central portion of the city south and east of the Central Business District, and north of the railroad tracks. Newer residential development has occurred to the west, southwest and east of the City Park.

During the construction of the Minuteman facilities in the 1950's, a mobile home park was developed east of town. This park was designed to accommodate more units than were ultimately needed and, as a result, has a significant number of sites undeveloped.

The Central Business District is located along Chestnut Street between the railroad tracks and Third Street, and along Third Street for one to two blocks east and west of Chestnut. The CBD is well-defined and well developed, but some vacancies exist due to recent business closures. In addition to the CBD, highway oriented and other retail businesses are located along Highways 71 and 30, with the newest and most significant commercial development occurring near the Interstate 80-Highway 71 interchange.

The area between the railroad and Third Street on either side of the CBD is a transitional area of older residential uses mixed with commercial and industrial uses. It is expected that this area will become largely commercial and provide additional area for any downtown expansion.

Industrial development has occurred along the railroad tracks in the northern part of the city. Agricultural and oil-related industries as well as warehousing have located in this area where good rail and highway access is available. Forward Kimball Inc., a promoter of industrial development, has developed a 22 acre industrial park in northeast Kimball. Public and semi-public uses in Kimball include a high school, a junior high school, two elementary schools, a parochial school, several parks, a major recreation area containing a golf course, baseball, tennis, archery and trap, a hospital and the county fairgrounds.

Almost 200 acres, or over 17% of the total land, within the city is currently vacant or undeveloped, primarily in the eastern portion of the city.

Future Growth

The objectives of future growth patterns for each of various land use components in Kimball are:

1. To provide the housing needs for all segments of Kimball's population, including the elderly.
2. To encourage stable commercial growth to: a) meet the daily service and retail needs of the residents, b) re-establish Kimball's role as a regional trade center, and c) attract and meet the needs of the traveling public (tourism).
3. To provide an environment which allows for the growth of existing industry and attract new industry, in keeping with the character of Kimball.
4. Maintain the institutions and public facilities in Kimball to the enhancement of its "quality of life."

The newest residential development in Kimball has occurred in the southwestern and southeastern fringes of the city. New single family, low density housing is appropriate in these areas. The vacant lots and other land closer to the Central Business District should be redeveloped for multi-family housing. Such "re-development" of existing platted lots minimizes the demand for the extension of public services, and provides convenient access to the center of the city (particularly for the elderly with limited transportation opportunities). Sufficient land has been dedicated to mobile homes and additional land should not be required.

Commercial growth should be encouraged in the central business district by: a) in-filling vacant stores or land, and b) judicious expansion into the "transitional" areas to the east and west of downtown. Selective redevelopment of the downtown fringe should recognize historic preservation efforts and the re-use of significant structures.

Highway commercial services should focus on the Highway 71 corridor between the CBD and the I-80 interchange. Sufficient land on either side of Chestnut Street is available to meet future needs.

Industrial expansion should occur in the vicinity of the railroad and the existing industrial activity. If necessary, the land north of the tracks is appropriate for industrial rather than residential or commercial uses.

Kimball's public and quasi-public facilities appear to be adequate for the foreseeable future. However, should significant expansion of single family residential development occur, additional neighborhood parks and playgrounds should be developed.

TRANSPORTATION

Roads and Highways

Kimball is located on Interstate 80 which forms the backbone of east-west travel in the region. The center of Kimball is located one mile north of Interstate 80 at the intersection of U.S. Highway 30 which parallels the interstate, and Nebraska Highway 71 which extends from eastern Colorado north through Scottsbluff and to South Dakota. State Highway 71 (Chestnut Street in the city) serves as the traditional main business street in Kimball as well as the city's main link to I-80. There was a modest increase in traffic on Highway 71, north of Kimball, between 1979 and 1983. 1983 average daily counts totaled 2,195; 18% of this volume was heavy vehicles. 1983 average daily traffic counts on Interstate 80 were 3,650 east of Kimball, and 3,900 west of Kimball. 40% of this traffic was heavy vehicles.

Aviation

Kimball Municipal Airport is located 3 miles south of town. A City Airport Authority oversees the facility which is the base for about 20 single and multi-engine aircraft with approximately 7,500 annual operations. There are no scheduled commercial operations. Kimball airport is underutilized at present. However, the authority has plans to improve the facility to attract aircraft which now do not use the airport due to the short runway length. This will also make it possible for one of the smaller air carriers to include Kimball on one of their routes.

Railroads

The Union Pacific Railroad operates a major double-track line from Iowa to Salt Lake City which passes through the northern portion of Kimball. Coal dominates commodities transported through Kimball. Primarily farm and food products comprise the remainder of transports. The only operations involving Kimball are infrequent pick-ups of raw agricultural products. There is a low-clearance underpass on Highway 71 at the rail-line and a grade crossing on County Road 245 east of the city.

Transportation Objectives

- Develop the street and highway system to adequately meet the transportation needs of community residents.
- Accommodate traffic passing through Kimball on Highways 71 and 30 with minimizing community disruption.
- Take advantage of economic opportunities provided by travelers on the major routes through Kimball.

UTILITIES

Existing and Projected Utility Service

Kimball owns and operates 6 water production wells with a total peak capacity of 3.15 million gallons per day (mgd). The service population is 3,100 persons with a total average usage of about 0.42 mgd. Excess capacity on a peak-day basis is 0.39 mgd which could serve an additional 464 persons.

For sewage treatment Kimball operates a 2-year old extended aeration plant which receives its flow through a 12-inch interceptor sewer that has many smaller sewers connected with it. The plant could serve 5,760 people. Therefore, there is excess capacity for 2,400 people.

The City of Kimball contracts with a private firm for its public solid waste collection. All forms of household and commercial wastes are deposited in the city-owned sanitary landfill. This 80 acre landfill is newly opened and has capacity for 40 to 50 years at the current operating level. The landfill accepts no chemical, industrial, toxic, or hazardous wastes.

To handle stormwater Kimball has a number of 15 to 30-inch storm drains and a concrete ditch to the north of town designed for 20-year events. Larger events than the design rainfall are possible which could not be handled by the present stormwater drainage system.

Telephone service in Kimball is provided by United Telephone Co. of the West. There are about 2,230 telephone customers today and the central office (in Kimball) has capacity for approximately 120 additional customers.

Kimball owns a 9,300 kilowatt electrical generating plant and is a member of the Nebraska Municipal Power Pool, the city's chief supplier. The electric utility has supported past populations 25% higher than at present and would be able to adequately serve significant future population increases.

Natural gas for Kimball is supplied by the Kansas/Nebraska Energy Co. Inc. Based on existing and projected availability of natural gas in the area, and the capacity of the local supplier, significant new growth could be adequately served.

Utilities Objectives

- Maintain the ability to efficiently provide utility services to meet existing community needs.
- Make provisions to logically expand utility systems as new growth and development occurs.
- Take advantage of Kimball's utility services to help attract new industrial development.

SERVICES FACILITIES

Services and Facilities

Services and facilities generally are considered adequate for the existing population. Due to growth and decline cycles the county and city have had to respond to fluctuating demands.

Law enforcement, criminal justice system, fire protection, general government, and library services and facilities are presently adequate and no changes in levels of service are anticipated in light of projected gradual population decreases for Kimball County.

Kimball's education facilities are considered an asset to the community. Although enrollment has declined 23% from 989 students in 1977 to 765 in 1984, the state projects a reversal in this trend. School facilities currently have significant excess capacity (several classrooms are being used for storage) and could handle an additional 1,800 students.

Kimball County Hospital provides the region with a high level of health care services. Its average occupancy rate is 52%. There is no County Health Department, but the hospital coordinates some of the traditional public health functions. Kimball Manor Nursing Home is the only extended care facility available in the county. Its occupancy is 98.8%. There is also a Family Clinic and there are 2 dentists in Kimball. It is not expected that service levels will be significantly affected by the projected decrease in population. However, the shift to a more elderly population may require more facilities to meet their needs.

The community has adequate parks and recreation facilities for its existing population, but is experiencing difficulty maintaining them. There is no master plan for parks and recreation. There presently are few indoor recreation opportunities in Kimball.

With the exception of a social services office, a nursing home, and a senior center there are few human services facilities located in Kimball. Kimball County is dependent on Scottsbluff County for many human services.

Residents have indicated general satisfaction with the services provided as well as concern that a declining population will eventually result in deteriorating systems due to a declining funding capability.

Community Services and Facilities Objectives

- Maintain and improve local availability and quality of services and facilities to enhance the local quality of life and attract area consumers into Kimball.
- Respond to the specialized needs of the increasing senior citizen population in Kimball.
- Take advantage of the community's quality services and facilities such as Kimball's schools, to attract new growth and development.
- Overcome economic disadvantages posed by inadequate services and facilities such as Kimball's few indoor recreation and cultural facilities, by developing and attracting facilities that will draw people into Kimball.

IMPLEMENTATION STRATEGIES

Historically, Kimball has reacted to economic events. Temporary effects of oil and gas activity and missile development have created some local wealth and have stimulated a modest amount of permanent economic activity. Accelerated oil and gas and missile construction activity may occur again due to events beyond Kimball's control.

There are a number of economic development strategies that appear market viable, if the community elects to pursue them. The intent of these strategies is to help diversify the local economy, facilitate local economic recovery, and aid the community to become less vulnerable to economic boom and bust activity.

Competitive Advantages and Disadvantages

The adopted economic development strategy should build on the community's competitive advantages and either correct or minimize its competitive disadvantages. A summary of major competitive advantages and disadvantages is presented below:

Competitive Advantages

Sales tax exemption from business inventories and equipment sales
Central location...within 500 miles of 7.5 million people
Adjacent to Interstate 80
"Competitive" labor rates
Acclaimed elementary and secondary school system
Relatively inexpensive housing stock
Latent resident labor supply

Competitive Disadvantages

Inadequate air service
Lack of skilled labor
Relatively high property taxes
Relatively shallow acquirer
Inadequate indoor recreation and cultural facilities

Downtown Retail Opportunities

There is a significant volume of retail trade leakage from trade area residents purchasing goods and services outside of Kimball. Although the Kimball trade area is relatively modest in scale, there are a number of retail opportunities that are not offered in downtown Kimball and appear to be market viable. These include, but are not limited to, development of a coffee shop and/or full service restaurant, gift store, book store, indoor athletic facility.

Establishing these and other retail businesses in the downtown core will not only improve the shopping experience of Kimball residents, but also foster cross-purchasing at other retail establishments and help improve the visual appearance of downtown by filling in empty spaces with activity.



Travel and Tourism

Kimball does not have outstanding tourist attractions in close proximity to the city. However, tourist attractions that are available can be enhanced.

- the "scenic highway" corridor to Scottsbluff and the Black Hills (197 miles from Kimball) should be advertised more effectively;
- promotion of Oliver Reservoir, recently assigned to the State to manage, should be enhanced;
- opportunities to expand the Plains Museum and/or develop another special interest museum focused around oil and gas, railroad, missile, pioneer or Indian heritage should be explored;
- meal and retail store coupons distributed at area motels and wayside areas should be considered as a means to attract more business to Kimball merchants.

Revenues collected by the 1 percent lodging tax should be used either to develop entry signage to Kimball or to develop a local brochure outlining traveler-oriented businesses or to promote regional tourist attractions.

Small Game Hunters

During the Fall, Kimball attracts approximately 4,100 resident hunters, including many eastern Nebraskans, and 2,100 non-resident hunters. Opportunities to organize hunting outings, package room and meals for hunting groups and sponsor retail sales should enhance use of existing lodging, restaurant and retail outlets.

Reopening the Sales Barn

Historically, Tuesdays, "sale barn day," was a day of increased retail activity. Ranchers who came into the City to sell livestock would also use the occasion to shop. Although the Kimball Sale Barn was never a large volume operation (4,700 to 1,200 head of livestock annually over the last few years), most perceive it was an economically viable one and that it bolstered the local economy by stimulating retail sales.

Currently, Kimball and adjacent county ranchers travel to Sterling or Scottsbluff to sell cattle. Early indications are that these ranchers would prefer a Kimball location and would use a Kimball facility, if provided.

Consideration should be given to reestablishing a sale barn either at its former location or another location, if this site is not workable.



Entrance Treatment Improvements

There are an average of 3,900 vehicles traveling I-80 daily, including 1,500 cars and light trucks. Kimball is not visible to highway travelers; many remain unaware that lodging, restaurants and stores are available. Travelers need to be "invited" to Kimball with:

- an attractive entrance treatment(s)
- possible development of a business loop through the City
- adequate signage to guide the traveler to Kimball
- good traveler brochures which list restaurants, lodging, stores, activities, and points of interest

Truck Stop

Full-service truck stops have not been developed in Nebraska in part because of higher state gasoline prices. Gas tax in Nebraska is \$0.149 per gallon; the Wyoming tax is \$0.08 per gallon; the Colorado tax is \$0.12 per gallon.

The difference is \$6.90 on 100 gallons. If Kimball merchants could develop a technique to "rebate" some or all of the difference, via coupons, "free" meals or some similar service, then a full service truck stop should be a viable business.

Trucks entering Nebraska "light" to minimize their weight bill may be particularly attracted to a Kimball area truck stop.

Retirement Community

The only population segment in the Kimball area that has been increasing over the last few decades is people 65 and over. In the City of Kimball itself, this trend is more pronounced. Many farmers and ranchers who live in the area during their working lives elect to retire in the City. In addition, many city residents elect to stay in Kimball rather than relocating. Some older residents do maintain a permanent home in Kimball and a winter home in a warmer climate such as Arizona or Mexico. These senior citizens are among the most affluent and the least affluent members of the community.

There are 24 units of rent-assisted (FmHA #515) housing for the elderly; all units are occupied and there is a waiting list. There are no market rate housing units for the elderly.

There appears to be a market opportunity to construct market-rate housing for the elderly. Features that are particularly attractive to seniors include:

- one-story living area;
- no or little yard maintenance;
- covered (or enclosed) parking;
- close to City activities;
- 2-bedroom, 2-bath units.

An estimated 7-15 units in a modest price range (\$45,000 to \$55,000) and 7-15 units in a higher price range (\$60,000 to \$75,000) might be considered. This development should not require government assistance.

In addition, there might be opportunity to develop seniors housing that provides some form of congregate care and nursing services, but less extensive services than the nursing home.

Kimball Airport

Convenient transportation has historically been among Kimball's strongest assets.

The inadequacy of the Kimball airport is currently a deterrent to conducting business conveniently. Lenders and oil and gas operators in particular need to conduct business in Kimball from distant locations. The inconvenience of flying to Scottsbluff or Sidney and driving to Kimball deters some activity.

Although improving the airport will not induce new economic development independently it should enhance existing business operations and provide a strong economic asset in Kimball's efforts to attract new businesses.

SUMMARY

The programs which have been articulated above can only be achieved through a strong commitment from both the public and private sectors. The margin for error in a fragile economy such as Kimball's is very small. It will be important, therefore, that each program that is undertaken is properly supported both from a human and fiscal resource base. It will be far better for the community to undertake a few well supported efforts than to try to undertake many partially supported programs. A concentration on the expansion of tourist related industries will provide the most immediate broadening of the community's economic base. In this regard special attention and planning should immediately be given to the community entrance points at the I-80 interchanges.

The efforts which have already begun regarding the establishment of a "missile museum" near the I-80 interchange need to be actively pursued. A strategic plan for the establishment of this facility and assignment of responsibilities needs to be prepared. Both public and private sector participation in this effort will be necessary. Associated facilities and land uses should be planned at the same time as the primary facility. Lodging and tourist related establishments need to be actively involved in this program. The County Tourism Board also needs to become involved in this process.

A related effort which can be undertaken simultaneously is "The Community Entrance Program." By more clearly signing the facilities and attractions which Kimball has to offer an increase in tourist activities can be expected.

The Kimball retail merchants need to clearly establish a sense of unity in their merchandising. An attitude of "cooperative competition" needs to be established. A formal retailing structure through a mechanism such as a Business Improvement District should be established. This will permit not only a means of financing physical improvements to the downtown area but also can provide the means for an effective management structure.

Agricultural sales of both livestock and grains should be re-established in the Kimball area. A joint planning effort with the Agricultural Extension Service and appropriate state agencies should be undertaken. The community has already begun to move in this direction by providing the legal means for the livestock sales barn to reopen. Further and continued efforts in this direction will help to re-establish Kimball as an agricultural trade center for the southern panhandle area.

The people, businesses and government of Kimball have the ability and resources to insure the future of the community. Only through a concerted effort, which will require some personal and fiscal sacrifices, can the community expect to insure a prosperous community for future generations. It is evident from the facts presented in this report that the goals the community has set for itself are within the realm of physical and fiscal reality. Political leadership will determine their achievement.

COMMUNITY PROFILE



COMMUNITY PROFILE

PREFACE

The Kimball economy is vulnerable. Its population, employment and sales are declining. Young people are emigrating because they foresee neither interesting job opportunities nor recreation and cultural activities they will enjoy.

Historically, intermittent surges in economic activity from oil and gas and missile development have bolstered the economy. Some wealth was left during these booms, but the basic economy is still weak. These surges may occur again; if they do, Kimball is prepared to respond.

An important event occurred in Kimball during this Fall (1984). The community committed itself to improving its economic health by:

- .reversing current negative economic trends;
- .diversifying its economy so it can be less vulnerable to events beyond its control;
- .improving its quality of life so it can become a desirable residence for its youth and other immigrating workers.

This report is dedicated to these objectives. It describes the underlying economic trends and conditions of the Kimball economy and more importantly identifies economically-viable development strategies that the local community might pursue.

HISTORICAL ECONOMIC PROFILE

Kimball's economic origins are in agriculture, hunting and trade. The local economy has withstood several major structural changes to its economic base within the last 70 years. Kimball's greatest continuing economic asset has been its location with respect to major surface transportation routes.

Kimball was intermittently occupied by many Indian tribes. The Southern Platte River was the frequently disputed "boundary" between tribes. No one tribe resided in the area permanently; each used the area for hunting and fishing.

In the mid-1800s, the "Old Emigrant Road" which paralleled Lodgepole Creek, was used by White settlers as an alternate to the more frequently traveled Oregon and Mormon Trails.

The first permanent settlement occurred in 1868, when the Union Pacific established tracts through the County. Kimball became a trading center for the agricultural community; the railroad system was used to haul agricultural products to market.

Agricultural activity grew steadily between 1880 and 1910. Between 1910 and 1920 agricultural activity flourished for two related reasons: the passage of the Kincaid Act Homestead Law which allowed households to settle unirrigated tracts large enough (640 acres) to support a family and the formation of the Kimball Irrigation District. Between 1910 and 1920, Kimball county grew from 1,942 to 4,498 people.

Oil was discovered in Kimball County in June, 1951. Oil production peaked in 1957 with 15.2 million barrels; county population increased from 4,283 in 1950 to 7,975 in 1960. Population within the City of Kimball increased from 2,048 to 4,384 during the decade.

Between 1960 and 1970, Kimball experienced a decline in oil production and the closure of the Sioux Army Depot. Oil production was 7.6 million barrels in 1962 and 2.4 million in 1970. Population also declined from 3,975 to 6,009. Agricultural activity remained relatively steady during this interval.

In 1962, the U.S. Air Force initiated its Minute Man Missile Program and constructed more than 200 missile silos to house intercontinental ballistic missiles. During the 1960s, Kimball experienced a temporary infusion of up to 4,500 construction workers. When the silos were completed, local employment dissipated to a permanent military maintenance crew, based in Cheyenne.

Between 1970 and 1983, Kimball experienced a moderate decline in oil and gas production but an increase in exploratory and development drilling permits. In 1983, oil production totaled 1.1 million barrels and represented 17.2 percent of statewide production.

SUMMARY OF CURRENT ECONOMIC CONDITIONS

Demographics

Kimball residents have these distinguishing characteristics relative to the State and the United States:

- .a higher proportion of persons 65 and older (13.9% in Kimball County; 11.3% in the United States)
- .a lower proportion of persons 20 to 34 years old (20.6% in Kimball County; 25.4% in Nebraska; 25.9% in the United States)
- .a lower proportion of employees to total population due to relatively lower female labor force participation
- .slightly lower median household income (6% lower than Nebraska and 15% lower than United States)

Over the last 20 years, there has been a significant increase in the resident population aged 65 and over. In 1960, the four southern Panhandle counties (Banner, Cheyenne, Deuel, Kimball) contained 7.1 percent persons 65 and over; by 1980, this age group comprised 15.7 percent of the total population.

Over the same time period, there has been a significant decrease in the number and proportion of people under 18. Between 1960 and 1980 this group decreased from 41.1 percent to 28.0 percent in total population.

Population Trends and Projections

Historically, Kimball County and the four-county study area has experienced slightly declining population; declines have averaged 1.9 percent over the last 20 years.

Projections developed by the Bureau of Business Research at the University of Nebraska forecast slightly lower population for Kimball County and the four-county southern Panhandle study area.

| <u>Population</u> | <u>1980</u> | <u>1985</u> | <u>1990</u> | <u>1995</u> |
|---------------------------|-------------|-------------|-------------|-------------|
| Kimball County | 4,882 | 4,827 | 4,808 | 4,780 |
| Four-County Study Area | 18,319 | 18,092 | 17,996 | 17,885 |

Employment Trends

Total employment in Kimball County decreased between 1960 and 1980 by 561 workers (20%) primarily due to declines in oil and gas activity.

| <u>Sectors With Increased Employment</u> | <u>Sectors With Decreased Employment</u> |
|--|--|
| Manufacturing Wholesale Trade | Agriculture Mining Transportation/ Communications/ Utilities Construction |

Sales Activity

Total sales activity, measured in current dollars [subject to state sales tax] declined 16 percent in the County between 1980 and 1983.

| | <u>1980</u> | <u>1981</u> | <u>1982</u> | <u>1983</u> |
|-------------|--------------|--------------|--------------|--------------|
| Total Sales | \$35,442,745 | \$39,720,088 | \$33,841,364 | \$29,664,909 |

If sales activity is measured in constant (1980) dollars [discounted for inflation], it declined 31 percent in the County between 1980 and 1983.

Sectoral Sales Activity

Sales activity in Kimball County has these distinguishing characteristics:

- .Mining (oil and gas) activity represents a significant (11%) proportion of Kimball County sales; statewide, mining activity represents less than 1 percent of sales.
- .Wholesale trade in Kimball County (10%) comprises twice as much sales activity as in the state (5%).
- .Professional and personal services activity comprises only 5 percent of total Kimball County sales; statewide, these sectors comprise 9 percent of total activity.

Retail Demand and Retail Leakage

Currently, there is an estimated \$13.3 million in retail sales that Kimball County could reasonably expect to capture but currently "leaks" to other areas. This leakage is from resident trade area households and travel/tourism. If \$10 million in "leakage" represents retail sales, this equates to approximately 80,000 square feet.

| | | | | |
|-------------------------|---|---------------------|---|--------------|
| Estimated Retail Demand | - | Actual Retail Sales | = | "Leakage" |
| \$32,134,870 | - | \$18,784,732 | = | \$13,350,138 |

Agricultural Activity

Although agricultural activity has decreased slowly and consistently, it currently represents:

- 16 percent of total county employment;
- 86 percent of total county acreage, and;
- \$21 million in agricultural products sold.

Winter wheat production in the four southern Panhandle counties represents approximately 21 percent of statewide production.

Agricultural crops are stored near rail sidings in Kimball for immediate or future sale; there are very few agricultural product processing businesses in the County; the livestock sales barn closed in 1982 due to city ordinance requirements. Currently, livestock is sold outside of the County.

Travel and Tourism

Interstate 80 carries approximately 3,650 to 3,900 vehicles daily, including 40 percent heavy vehicles. Although there is no comprehensive truck stop, I-80 fronting businesses do draw truck business from I-80.

There are seven motels in the Kimball area which average approximately 40 percent occupancy. Activity during the summer months is typically 1.5 to 2.0 times the annual average.

There is a modest volume of small game hunting activity in the fall months. In 1983, the four southern Panhandle counties issued 2,100 non-resident and 4,000 resident fishing and small game hunting licenses.

Oil and Gas Activity

In 1983, Kimball County produced 1.1 million barrels of oil, representing 17.2 percent of the 1983 production statewide, 335,675 mcf of casinghead, representing 19.1 percent of the 1983 production statewide, and 85,744 mcf of dry gas, representing 26.0% of 1983 production statewide.

Oil is produced from shallow wells (4,200 to 7,600 feet) by small independent oil companies. Although there is some deeper exploratory drilling by major companies, local experts anticipate that whatever production materializes from this activity will be garnered by one or two majors with little extended economic benefit to local producers or service companies.

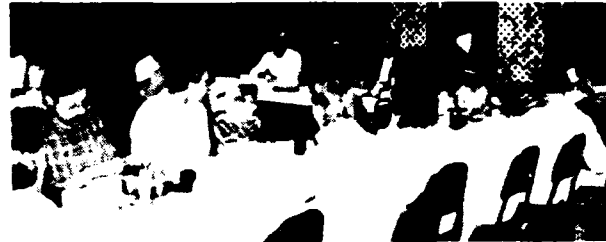
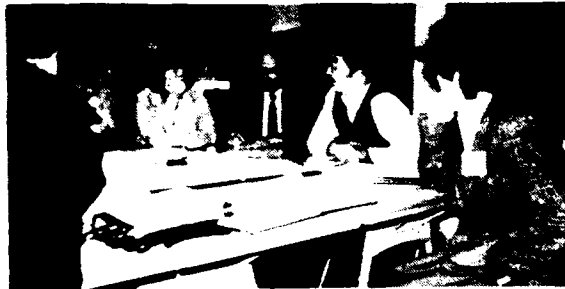
An estimated 60 to 90 percent of farms and ranches in Kimball County draw income from oil and gas activity from leasing or production. This has stabilized incomes for many farmers and ranchers and made a few wealthy.

Wholesale Trade and Manufacturing

Wholesale trade activity in Kimball County relates primarily to servicing agriculture; the volume of wholesale trade in the County (10.0% of total sales) is considerably higher than average, statewide.

There are several manufacturing operations in Kimball. Some are assemblage operations relating to oil and gas (Poly Pipe Industries, Portable Building Manufacturers); others were attracted to Kimball through financial incentives offered (George Risk Industries) or developed because the founder was a resident (Rite-A-Way, Carole's Nuts). Manufacturing currently represents 6.0 percent of the jobs in Kimball and is an important component of the local economy because employment does not fluctuate with oil and gas activity and because its revenues are outside dollars drawn into the economy.

COMMUNITY PARTICIPATION AND GOALS



COMMUNITY PARTICIPATION AND GOALS

COMMUNITY PARTICIPATION

One of the key elements to the formation of the Kimball Economic and Community Development Plan has been the participation of the community. Kimball residents, merchants, property owners, civic group members, and public officials have played a key and active role in the plan's creation, and therefore can claim ownership in the result.

The purpose of the public involvement was to produce a community-based plan that would define a desired future for Kimball. Only such a plan will have the community support necessary to become implemented.

Community participation in the planning process has occurred through various channels: numerous individual contacts with representatives of all sectors of Kimball's economy, special meetings and presentations to groups such as Kimball's business and merchant leaders, Rotary Club, etc., a community workshop held on 23 October 1984. The results of contacts made with representatives of various community agencies during the Peacekeeper Environmental Impact Study were also considered during the formation of the Kimball Economic and Community Development Plan. A final workshop was being held on 9 May 1985 and each member of the community was invited to attend to hear a summary presentation of the results of this effort and to participate in a discussion on Kimball's future course of action.

This plan is a summation of the consultant team's work with the community to date. The work of the community to insure its long-term future is just beginning.

Workshops and Meetings

The first community-wide workshop was held at Kimball County High School on Tuesday evening, 23 October 1984 from 7-9:30 p.m. and was open to anyone to attend. It provided an opportunity for the community as a group to interact with the work in progress.

During the workshop, the participants were presented with some economic and land use observations of Kimball by the consultant team. It was explained that the basis for a plan must come from the community. The role of the consultant is to listen and provide advice, technical assistance, and creative recommendations for solutions. The community's job is to provide leadership and make it happen. The participants were requested to look ahead into the future with an assumed success of the development plan and state what they felt was most important for that success. Their responses were then categorized and given to discussion groups to determine the relative importance of those ideas for Kimball's future and then to come up with a summary of those and new ideas.

On 26 February 1985 a meeting was held with several of the community's leaders. The consultant team's analysis of the economic health of the community was presented along with some suggested development strategies based on ideas generated at the workshop. The participants discussed these and other ideas with the consultant team and provided "feedback" and direction for the planning effort.

On 20 March 1985, a group representing Kimball's community leaders and the consultant team held a meeting with U.S. Air Force representatives at F.E. Warren Air Base in Cheyenne. The meeting was to discuss the possibility of the community and the Air Force working jointly to establish a Strategic Defense Systems Museum in Kimball. The museum idea was identified during the public participation process as a response to the need for Kimball to establish and convey a community identity. By creating a landmark based on its heritage, Kimball would be taking an important step in insuring its long-term economic future. This recommendation is discussed further in the final section of this report.

The final meeting of the community and the consultants was held on 9 May 1985. The summary document of the Kimball, Nebraska Economic and Community Development Plan was presented to the community at this time and a discussion of specific "next steps" for Kimball followed. The consensus of participants was that a concerted effort by Kimball's citizens must begin immediately to implement the specific development programs outlined in the plan. Major next steps informally decided on at the meeting were: (1) formal adoption of the Kimball Economic and Community Development Plan by the City Council and their prioritization of programs for implementation; and (2) coordination of the community's efforts to carry out the development programs by the recently formed Kimball NOW Committee. This group is open to all citizens desiring to help take the lead in working to bring Kimball's goals into reality.

COMMUNITY GOALS

The public participation process has provided the overall vision for the desired future of Kimball, and ideas for ways to make that vision become

reality. The Kimball Economic and Community Development Plan is an articulation of those concerns that the community has communicated through the participation process. By involving themselves in the planning process, the people of Kimball have ensured that this plan - rather than something conjured up by an outside expert - will meet their needs. They have a large stake in seeing that the plan, as they have shaped it, becomes reality.

Goals represent statements of community desires/directions for the future. They are not courses of action or strategies for achieving desired ends. They serve as guidance for the future and should hold true over time. Each community in response to their own specific needs will have different goal statements. The following goals are general statements derived through many discussions with residents and statements presented in the workshop and community meetings.

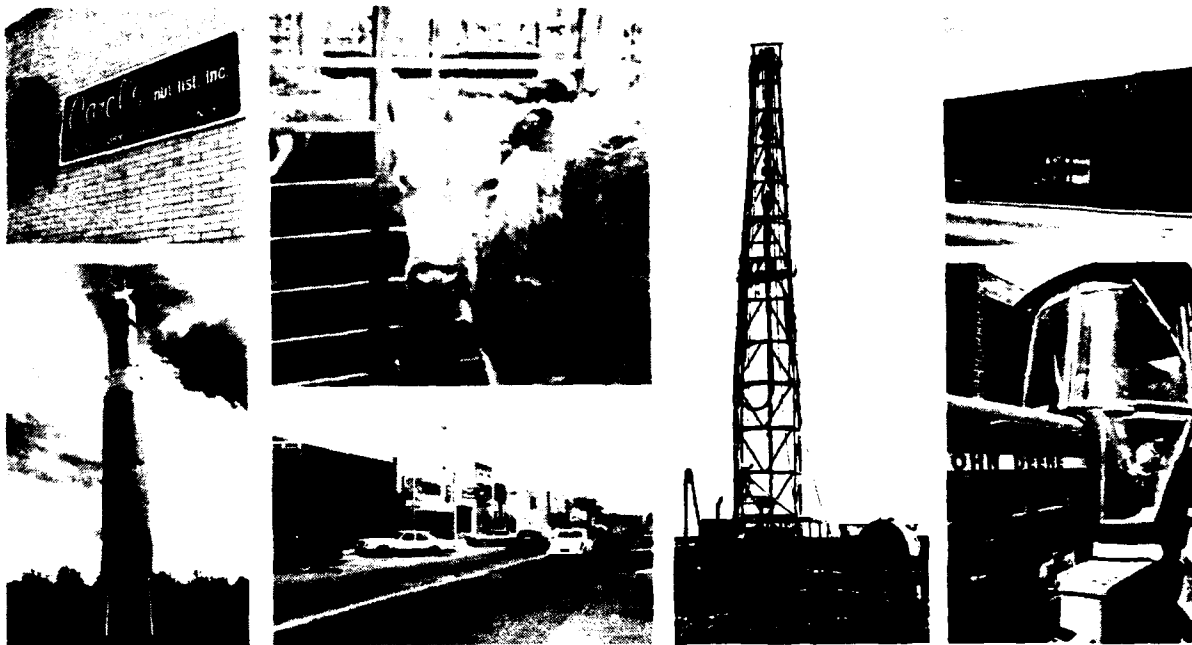
- *PROVIDE STABILITY AND GROWTH THROUGH THE EXPANSION OF EXISTING INDUSTRIES AND THE DEVELOPMENT AND ATTRACTION OF NEW BUSINESS AND INDUSTRY COMPLEMENTARY TO THE EXISTING ECONOMIC STRUCTURE.
- *RE-ESTABLISH KIMBALL'S HISTORIC ROLE AS A TRADE CENTER FOR THE SOUTHERN NEBRASKA PANHANDLE THROUGH EXPANSION AND REVITALIZATION OF HISTORIC WHOLESALE TRADE ACTIVITIES AND BY REDEVELOPING DOWNTOWN KIMBALL AS A FUNCTIONAL AND ATTRACTIVE REGIONAL RETAIL SHOPPING CENTER.
- *CREATE A "SENSE OF PLACE" FOR KIMBALL. PROMOTE THE COMMUNITY'S UNIQUE HERITAGE AND SCENIC QUALITY TO ATTRACT VISITORS. BUILD ON THE LOCAL QUALITY OF LIFE AND KIMBALL'S SPECIAL PEOPLE TO ATTRACT NEW INVESTMENT AND RESIDENTS.
- *DEVELOP KIMBALL AS A REGIONAL ACTIVITY CENTER WITH QUALITY ENTERTAINMENT, RECREATION, AND COMMUNITY EVENTS.
- *ASSURE THE AVAILABILITY OF JOBS, HOUSING, AND OTHER ESSENTIALS FOR THE CURRENT POPULATION AS WELL AS TO ACCOMMODATE NEW GROWTH. ALSO, AS THE "STAGE IN LIFE" OF RESIDENTS CHANGE, KIMBALL SHOULD CONTINUE TO BE ABLE TO MEET THEIR NEEDS.
- *MAINTAIN KIMBALL'S QUALITY LIVING ENVIRONMENT. BEAUTIFY THE CITY IN KEEPING WITH CITIZENS' HIGH LEVEL OF COMMUNITY PRIDE. DEVELOPMENT SHOULD BE COMPATIBLE WITH THE SCENIC NATURE OF THE AREA.
- *MAINTAIN AND EXPAND THE COMMUNITY SERVICES - EDUCATION, RECREATION, AND OTHER FACILITIES - THAT AREA RESIDENTS NEED AND EXPECT AS PART OF THE NEBRASKA "GOOD LIFE."

The Planning Process

Toward the above goals each element of the community - the economy, land use, transportation, housing, community services and facilities, and utilities - has been analyzed in depth to identify what opportunities exist for progress and what constraints will have to be overcome. Based on these opportunities and constraints, and with the overall community goals in mind,

specific objectives for each of the above plan elements have been identified. The final section of this report details the economic and community development strategies which are recommended as having the best potential to meet the specific objectives and move Kimball toward its desired future.

ECONOMY.



ECONOMY

MEASURES OF ECONOMIC ACTIVITY

This chapter describes and quantifies major measures of economic activity, including:

- Demographic Trends and Projections
- Employment Activity by Sector
- Sales Activity by Sector

DEMOGRAPHIC TRENDS AND PROJECTIONS

Introduction

This section presents an overview of historic demographic characteristics for the four-county Kimball study area, a more detailed demographic profile of Kimball County in relation to the market area, the state, and national statistics, and a summary of population projections for the study area.

Kimball Study Area Demographics

This analysis focuses on population estimates prepared by the US Bureau of Census for 1960, 1970 and 1980. Between 1960 and 1970 there was a decrease in population due to declining oil and gas activity and closure of the Sioux Army Depot; between 1970 and 1980 there was similar population movement. Within the 1960's Kimball experienced a temporary population increase and decrease due to construction of 200+ missile silos; within the 1970's,

Kimball experienced similar but less pronounced population activity due to oil drilling activity.

Total population in the Kimball study area declined from 1960 to 1970 at a rate of 1 percent per year (27,197 to 20,538) and again between 1970 and 1980. In 1980, Kimball study area population totaled an estimated 18,319, as described in the table that follows.

Due to declining average household sizes, total households decreased less rapidly. Households totaled 7,918 in 1960, 6,665 in 1970, and 6,441 in 1980.

Due to increasing labor force participation (the entrance of more women in the labor force), employment increased slightly from 7,499 in 1960 to 8,455 in 1980. During this time, the proportion of people aged 18 or less declined significantly, the proportion of people 18 to 64 increased slightly, and the proportion of people aged 65 and over increased significantly.

The 1979 median household income in the four-county study area was \$14,733; the median family income was \$17,055. Kimball County median income was slightly higher than the study area average.

DEMOGRAPHIC SUMMARY: KIMBALL STUDY AREA*

| | 1960 | 1970 | 1980 |
|-------------------|--------|--------|--------|
| Population | 27,197 | 20,538 | 18,319 |
| Households | 7,918 | 6,665 | 6,441 |
| Unemployment Rate | 1.2% | 2.4% | 4.8% |
| Employment | 7,499 | 8,596 | 8,455 |
| Race: | | | |
| White | 99.6% | 99.7% | 97.9% |
| Other | 0.4% | 0.3% | 2.1% |
| TOTAL | 100.0% | 100.0% | 100.0% |
| Age: | | | |
| Less than 18 | 41.1% | 36.5% | 28.0% |
| 18 - 64 | 51.8% | 52.1% | 56.3% |
| 65+ | 7.1% | 11.4% | 15.7% |
| TOTAL | 100.0% | 100.0% | 100.0% |

| Average Annual Changes | 1960-1970 | 1970-1980 | 20 Years 1960-1980 |
|------------------------|-----------|-----------|--------------------|
| Population | (2.8%) | (1.1%) | (1.9%) |
| Households | (1.7%) | (0.3%) | (1.0%) |
| Employment | 1.4% | (0.2%) | 0.6% |

POPULATION: 1960, 1970, 1980
KIMBALL AREA

| County | 1960 | 1970 | 1980 |
|-----------------------|----------------------|----------------------|----------------------|
| Nebraska | | | |
| Banner | 1,269 | 1,034 | 918 |
| Cheyenne | 14,828 | 10,778 | 10,057 |
| Deuel | 3,125 | 2,717 | 2,462 |
| KIMBALL | 7,975 | 6,009 | 4,882 |
| TOTAL | 27,197 | 20,538 | 18,319 |
| Avg Annual Change (%) | 1960-1970 (10 Years) | 1970-1980 (10 Years) | 1960-1980 (20 Years) |
| Nebraska | | | |
| Banner | (2.0%) | (1.2%) | (1.6%) |
| Cheyenne | (3.1%) | (0.7%) | (1.9%) |
| Deuel | (1.4%) | (1.0%) | (1.2%) |
| KIMBALL | (2.8%) | (2.1%) | (2.4%) |
| TOTAL | (2.8%) | (1.1%) | (1.9%) |

SOURCE: *General Population Characteristics: Nebraska, 1980*
Census of Population, Bureau of the Census, 1981.

1979 HOUSEHOLD AND MEDIAN INCOME
KIMBALL STUDY AREA

| Jurisdiction | Median 1979 Household Income # | Index | Median 1979 Family Income # | Index |
|---------------------|--------------------------------|-------|-----------------------------|-------|
| 4-County Study Area | \$14,733 | 100 | \$17,055 | 100 |
| Nebraska | | | | |
| Banner | \$11,893 | 81 | \$12,109 | 71 |
| Cheyenne | \$15,071 | 102 | \$17,604 | 103 |
| Deuel | \$13,775 | 93 | \$16,135 | 94 |
| KIMBALL | \$15,054 | 102 | \$17,335 | 102 |

SOURCE: *General Population Characteristics: Nebraska, 1980*
Census of Population, Bureau of the Census, 1981.

*KIMBALL STUDY AREA: Banner, Cheyenne, Deuel and Kimball Counties.

SOURCE: *General Population Characteristics: Nebraska, 1980*
Census of Population, Bureau of the Census, 1981.

Kimball County Area Demographics

In comparison with the State and the United States, Kimball County has a lower proportion of residents aged 20 to 34, and a significantly higher proportion of persons 45 and over.

Although the demographic characteristics are typical of rural communities experiencing stable to slightly declining population, the long-term economic implications are poor and need to be reversed.

1980 POPULATION DISTRIBUTION: KIMBALL AND SELECTED JURISDICTIONS

| | <u>Kimball County</u> | <u>Nebraska</u> | <u>United States</u> |
|---------|---------------------------|-----------------|--------------------------|
| 0 - 4 | 7.8% | 7.8% | 7.2% |
| 5 - 19 | 25.1% | 24.6% | 24.6% |
| 20 - 24 | 7.3% | 9.5% | 9.4% |
| 25 - 34 | 13.3% | 15.9% | 16.5% |
| 35 - 44 | 10.3% | 10.4% | 11.3% |
| 45 - 54 | 11.5% | 9.6% | 10.1% |
| 55 - 64 | 10.8% | 9.1% | 9.6% |
| 65+ | 13.9% | 13.1% | 11.3% |
| TOTAL | <u>100.0%</u> | <u>100.0%</u> | <u>100.0%</u> |
| # | 4,882 | 1,570,000 | 226,504,800 |

SOURCE: General Population Characteristics: Nebraska, 1980
Census of Population, Bureau of the Census, 1981.

The distribution of household incomes in Kimball County, Nebraska, and the United States for 1979 is presented in the table below.

The Kimball area median income is approximately 15 percent lower than the United States as a whole, and is approximately 6 percent lower than the Nebraska median household income.

1979 HOUSEHOLD INCOME:
KIMBALL AND OTHER SELECTED JURISDICTIONS

| <u>Income</u> | <u>Kimball County</u> | <u>Nebraska</u> | <u>United States</u> |
|---------------------|---------------------------|-----------------|--------------------------|
| < \$5,000 | 13.9% | 13.3% | 11.7% |
| \$5,000 - \$9,999 | 17.7% | 16.7% | 15.8% |
| \$10,000 - \$14,999 | 18.1% | 16.9% | 14.9% |
| \$15,000 - \$24,999 | 30.0% | 28.5% | 25.5% |
| \$25,000 - \$49,999 | 17.0% | 21.2% | 26.8% |
| \$50,000+ | 3.3% | 3.4% | 5.3% |
| TOTAL | 100.0% | 100.0% | 100.0% |
| TOTAL HOUSEHOLDS | 1,810 | 572,615 | 83,368,000 |
| MEDIAN INCOME | \$15,054 | \$15,925 | \$17,710 |

SOURCE: General Population Characteristics: Nebraska, 1980
Census of Population, Bureau of the Census, 1981.

Population Projections

The Bureau of Business Research at the University of Nebraska has prepared a series of population projections for each county and the state as a total. Projections for Kimball County, the four Nebraska county study area, and the state are presented in the two tables that follow. Projections for the state were made using a cohort-survival method; allocations to counties were made using a "ratio method" which involves age-specific migration rates. Counties losing population are those with a disproportionately large net outmigration of young adults. [The State Department of Economic Development relies on these forecasts more than the Peacekeeper Missile EIS forecasts.]

Under the University's "most likely series" of population projections, Kimball County is expected to decrease slightly in population from an estimated 4,882 persons in 1980 to 4,780 in 1995, representing a 15-year decrease of 102 people.

Under the University's "high series" of population projections, Kimball County is expected to increase slightly to 4,940 people by 1995; an increase of 58 people.

Between 1980 and 1995, the state of Nebraska is expected to increase at an average annual rate of 0.5 percent per year; the population of the United States is expected to increase at an average annual rate of 1 percent per year.

POPULATION FORECASTS: "MOST LIKELY" SERIES

| | <u>1980</u> | <u>1985</u> | <u>1990</u> | <u>1995</u> |
|------------------------|-------------|-------------|-------------|-------------|
| Kimball County | | | | |
| Forecast | 4,882 | 4,827 | 4,808 | 4,780 |
| Index 1980 = 100 | 100 | 99 | 98 | 98 |
| Four-County Study Area | | | | |
| Forecast | 18,319 | 18,092 | 17,996 | 17,885 |
| Index 1980 = 100 | 100 | 99 | 98 | 98 |
| State of Nebraska | 1,569,285 | 1,616,644 | 1,660,772 | 1,703,259 |
| Index 1980 = 100 | 100 | 103 | 106 | 108 |

SOURCES: Nebraska Population Projections (1985-2020: Medium Series), Bureau of Business Research, University of Nebraska, Lincoln, November, 1982.

POPULATION FORECASTS: "LOW" AND "HIGH" SERIES (UNIVERSITY OF NEBRASKA) AND U.S. BUREAU OF THE CENSUS

| | <u>1980</u> | <u>1985</u> | <u>1990</u> | <u>1995</u> |
|-------------------------------------|-------------|-------------|-------------|-------------|
| LOW SERIES: UNIVERSITY OF NEBRASKA | | | | |
| Kimball County | | | | |
| Forecast | 4,882 | 4,777 | 4,705 | 4,625 |
| Index 1980 = 100 | 100 | 99 | 96 | 95 |
| Four-County Study Area | | | | |
| Forecast | 18,319 | 17,907 | 17,613 | 17,312 |
| Index 1980 = 100 | 100 | 98 | 96 | 94 |
| State of Nebraska | | | | |
| Forecast | 1,569,285 | 1,599,016 | 1,624,015 | 1,646,504 |
| Index 1980 = 100 | 100 | 102 | 103 | 105 |
| HIGH SERIES: UNIVERSITY OF NEBRASKA | | | | |
| Kimball County | | | | |
| Forecast | 4,882 | 4,877 | 4,913 | 4,940 |
| Index 1980 = 100 | 100 | 100 | 101 | 101 |
| Four-County Study Area | | | | |
| Forecast | 18,319 | 18,279 | 18,381 | 18,471 |
| Index 1980 = 100 | 100 | 100 | 100 | 101 |
| State of Nebraska | | | | |
| Forecast | 1,569,285 | 1,634,298 | 1,698,047 | 1,761,492 |
| Index 1980 = 100 | 100 | 104 | 108 | 112 |
| U.S. BUREAU OF CENSUS FORECASTS | | | | |
| | <u>1980</u> | | <u>1990</u> | <u>2000</u> |
| State of Nebraska | | | | |
| Forecast | 1,570,000 | N/A | 1,639,800 | 1,661,990 |
| Index 1980 = 100 | 100 | | 104 | 106 |
| UNITED STATES | | | | |
| Forecast | 226,504,000 | N/A | 249,203,000 | 267,461,600 |
| Index 1980 = 100 | 100 | | 110 | 118 |

SOURCES: Nebraska Population Projections (1985-2020); Bureau of Business Research, University of Nebraska, Lincoln, November, 1982.

Although total population has decreased in the County and in the 4-county study area, the age category 65 and over increased at an average annual rate of 2 percent. In 1960, people 65 and over represented 5.4 percent of the Kimball County population; by 1980, this age group represented 13.9 percent of the total population. Similarly, in the 4-county study area, people 65 and over represented 7.1 percent of the population in 1960 and 15.7 percent in 1980.

**PERSONS 65 AND OVER
KIMBALL COUNTY AND 4-COUNTY STUDY AREA**

| <u>Year</u> | <u>Kimball County</u> | | <u>4-County Study Area</u> | |
|-------------|-----------------------|------------------------|----------------------------|------------------------|
| | <u>#</u> | <u>% of Population</u> | <u>#</u> | <u>% of Population</u> |
| 1960 | 430 | 5.4% | 1,938 | 7.1% |
| 1970 | 511 | 8.5% | 2,345 | 11.4% |
| 1980 | 677 | 13.9% | 2,875 | 15.7% |

SOURCE: General Population Characteristics: Nebraska, 1980
Census of Population, Bureau of the Census, 1981.

EMPLOYMENT ACTIVITY BY SECTOR

This section summarizes historic employment activity and trends in key economic sectors.

Total employment in Kimball County was estimated at 2,274 in 1980.

Between 1960 and 1970, total employment decreased by 375. Slight increases in manufacturing, wholesale trade and services sectors were effectively offset by declines in agriculture, mining and transportation sectors.

Employment between 1970 and 1980 decreased by 186 due to declines in mining, manufacturing and services.

Significant sectors of employment activity in the county include the following:

| <u>Sector</u> | <u>% of 1980 Total Employment</u> |
|---------------|-----------------------------------|
| Services | 23% |
| Retail Trade | 19% |
| Agriculture | 16% |
| Mining | 9% |

The services sector is dominated by School District and Kimball County Hospital employees. Contrary to national and state trends, the services sector decreased in employment from 1970 to 1980.

Retail trade has maintained a relatively constant proportion of total employment.

The agricultural sector decreased in employment between 1960 and 1970 and increased slightly between 1970 and 1980. Nevertheless, the agricultural sector does represent approximately 16 percent of total employment in the region.

Mining employment decreased significantly between 1960 and 1980 (556 to 210) but remains a significant employer in the region.

Four of the six major employers in the Kimball area are in the services sector, as outlined in the table below. The other two major employers are manufacturers.

LARGEST EMPLOYERS IN KIMBALL AREA

| <u>Employer</u> | <u>Number of Employees</u> |
|-------------------------|--------------------------------|
| George Risk Industries | 67 |
| Accessory Sales | 34 |
| City of Kimball | 39 |
| Kimball County Hospital | 66 |
| School District | 127 |
| Kimball County | 48 |

Source: Coley/Forrest survey, 10/84.

Four large employers are local governments, and should be expected to maintain a stable employment base, increasing consistently with, but not faster than, the general economy of the area.

EMPLOYMENT BY SECTOR 1960, 1970, 1980: KIMBALL COUNTY

| Sector | 1960 | | 1970 | | 1980 | |
|------------------------|-------|--------|-------|--------|-------|--------|
| | # | % | # | % | # | % |
| Agriculture & Forestry | 466 | 16.4% | 336 | 13.7% | 358 | 15.8% |
| Mining | 556 | 19.6% | 380 | 15.5% | 210 | 9.2% |
| Construction | 236 | 8.3% | 206 | 8.4% | 186 | 8.2% |
| Manufacturing | 90 | 3.2% | 189 | 7.7% | 136 | 6.0% |
| TCU* | 190 | 6.7% | 126 | 5.1% | 141 | 6.2% |
| Wholesale Trade | 65 | 2.3% | 82 | 3.3% | 129 | 5.7% |
| Retail Trade | 464 | 16.4% | 430 | 17.5% | 433 | 19.0% |
| FIRE** | 65 | 2.3% | 55 | 2.2% | 70 | 3.0% |
| Services | 533 | 18.8% | 575 | 23.3% | 522 | 23.0% |
| Public Administration | 78 | 2.8% | 81 | 3.3% | 89 | 3.9% |
| Other | 92 | 3.2% | 0 | 0.0% | 0 | 0.0% |
| TOTAL | 2,835 | 100.0% | 2,460 | 100.0% | 2,274 | 100.0% |

| Sector | Change | | |
|------------------------|---------------------|---------------------|---------------------|
| | 1960-70 (10 yrs) | 1970-80 (10 yrs) | 1960-80 (20 yrs) |
| Agriculture & Forestry | (130) | 22 | (108) |
| Mining | (176) | (170) | (346) |
| Construction | (30) | (20) | (50) |
| Manufacturing | 99 | (53) | 46 |
| TCU* | (64) | 15 | (49) |
| Wholesale Trade | 17 | 47 | 64 |
| Retail Trade | (34) | 3 | (31) |
| FIRE** | (10) | 15 | 5 |
| Services | 42 | (53) | (11) |
| Public Administration | 3 | 8 | 11 |
| Other | (92) | 0 | (92) |
| TOTAL | (375) | (186) | (561) |

*Transportation, Communications, Utilities.

**Finance, Insurance, Real Estate

SOURCE: General Population Characteristics: Nebraska, 1980
Census of Population, Bureau of the Census, 1981.

SALES ACTIVITY BY SECTOR

Sales by sector is a good measure of current economic activity. By examining which sectors are increasing and which sectors are declining over time and relative to the surrounding community, one can obtain a good indication of the health of the local economy.

In Kimball County, this type of analysis quantifies and clarifies the dominant influence of oil and gas and agricultural activity.

Retail Sales

In Kimball County, retail sales have comprised between 58 and 60 percent of total sales activity, as summarized below. Over the last 4 years, retail increased between 1980 and 1981, but have decreased each year since 1981. The aftermath of the latest oil and gas "boom" caused a reduction in general economic activity.

In current dollars, retail sales decreased at an average rate of 6.5 percent per year. When these figures are discounted for inflation, retail sales, (measured in constant dollars), decreased at an average rate of 12 percent per year.

KIMBALL COUNTY RETAIL SALES

| <u>Year</u> | <u>Annual Change</u> |
|-------------|----------------------|
| 1980-81 | 10% |
| 1981-82 | (12%) |
| 1982-83 | (14%) |

Mining

The second largest sector of sales activity is mining. This sector, which represented 11 percent of sales in 1983, increased between 1980 and 1981, and has decreased relatively consistently over the last 3 years.

Wholesale Trade

The third significant sector in the Kimball County economy is wholesale trade. This sector, which in 1983 comprised 10 percent of the total sales activity, increased between 1980 and 1981 and decreased annually since then. Sector activity trends with oil and gas activity since a significant volume of wholesale trade is associated with oil and gas services.

TOTAL NET SALES: KIMBALL COUNTY
1980 - 1983

| | <u>1980</u> | <u>1981</u> | <u>1982</u> | <u>1983</u> |
|-----------------|---------------------|---------------------|---------------------|---------------------|
| Agriculture | - 0 - | - 0 - | - 0 - | - 0 - |
| Mining | \$4,422,429 | \$5,733,865 | \$3,770,784 | \$3,223,003 |
| Construction | - 0 - | - 0 - | \$273,886 | - 0 - |
| Manufacturing | \$420,236 | \$349,432 | \$248,836 | \$218,388 |
| TCU* | \$1,301,890 | \$1,616,114 | \$1,794,035 | \$2,082,555 |
| Wholesale Trade | \$4,543,307 | \$4,632,954 | \$3,608,425 | \$2,949,098 |
| Retail Trade | \$21,088,880 | \$23,161,441 | \$20,090,287 | \$17,234,369 |
| FIRE** | - 0 - | - 0 - | - 0 - | - 0 - |
| Services | \$2,168,976 | \$2,559,994 | \$2,214,654 | \$1,550,363 |
| Other | \$1,477,027 | \$1,666,288 | \$1,840,457 | \$2,407,133 |
| COUNTY TOTAL | <u>\$35,422,745</u> | <u>\$39,720,088</u> | <u>\$33,841,364</u> | <u>\$29,664,909</u> |
| Automotive | \$4,379,865 | \$4,893,066 | \$4,457,927 | \$4,051,982 |

* Transportation, Communications and Utilities.

**Finance, Insurance and Real Estate

SOURCE: Nebraska Department of Revenue

NOTE: Automotive sales are recorded in the county where the vehicle is registered not at the origin of purchase.

Distribution of Sales Activity

The distribution of 1983 sales activity in Kimball County has been compared with sales activity in the four southern Panhandle counties (Banner, Cheyenne, Deuel, Kimball) and the state of Nebraska.

DISTRIBUTION OF 1983 SALES KIMBALL COUNTY, SOUTHERN PANHANDLE, AND STATE OF NEBRASKA

| <u>Sector</u> | <u>Kimball County</u> | <u>Four Nebraska County Region (Southern Panhandle)</u> | <u>State of Nebraska</u> |
|-----------------|---------------------------|---|------------------------------|
| Agriculture | 0.0% | 0.7% | 1.6% |
| Mining | 10.9% | 3.8% | 0.2% |
| Construction | 0.0% | 0.7% | 1.4% |
| Manufacturing | 0.7% | 4.5% | 4.2% |
| TCU* | 7.0% | 10.8% | 11.6% |
| Wholesale Trade | 10.0% | 5.0% | 5.4% |
| Retail Trade | 58.1% | 58.7% | 57.3% |
| FIRE** | 0.0% | 0.0% | 0.4% |
| Services | 5.2% | 6.9% | 8.7% |
| Other | 8.1% | 8.9% | 9.2% |
| TOTAL | 100.0% | 100.0% | 100.0% |

* Transportation, Communications and Utilities.

**Finance, Insurance and Real Estate.

SOURCE: Nebraska Department of Revenue, Research Division.

Sales activity in Kimball County has these distinguishing characteristics:

- . A significant portion of Kimball sales activity is in the mining (oil and gas) sector. Kimball mining activity represents 11 percent of total sales; statewide, mining activity represents less than 1 percent of total sales.
- . The volume of activity in professional, business and personal services (FIRE and Services sectors) in Kimball County is one-half the volume of activity statewide; Kimball County residents tend to travel to larger metropolitan areas, such as Scottsbluff, Cheyenne and Sterling, for financial, real estate, medical, insurance, and other services.

- . The volume of wholesale trade in Kimball County is substantially more than in the state as a whole, due to the significant oil and gas service business in Kimball. Wholesale trade in Kimball County represents 10 percent of total sales; statewide, wholesale trade represents only 5 percent of total sales.
- . The proportion of retail activity in Kimball is similar to statewide proportions. Kimball does not currently function as a strong retail trade center for the southern panhandle counties.
- . Although the market value of agricultural products produced in Kimball County is \$21,000,000, there are no registered agricultural sales in the County. Kimball County ranchers sell their livestock in Scottsbluff and in Sterling and Brush, Colorado. Wheat is stored in Kimball area silos; the sales transactions occur elsewhere.

Historic Sales Activity

To examine more carefully historic sales activity by sector in Kimball County, the southern Panhandle counties, and the state of Nebraska, the table on a subsequent page has been prepared. Each sector of activity has been indexed to a scale of 100, using 1980 as a base. Activity in subsequent years for each sector is presented as an indexed value from this base.

In Kimball County, total sales activity in 1983 represented only 84 percent of sales activity in 1980. In the southern Panhandle counties as a whole, sales activity in 1983 was approximately the same dollar value as sales activity in 1980. In the state of Nebraska, sales activity had increased 4 percent in 1983 over 1980 levels.

Manufacturing. Manufacturing activity [which is subject to sales tax] has decreased consistently in Kimball County over the last 4 years, as it has in the state as a whole. In 1983, Kimball County manufacturing activity represented 52 percent of its 1980 volume. However, manufactured equipment is not subject to state sales tax; activity in equipment sales is not measured in this analysis.

Transportation/Communication/Utilities. This sector has been a strong performer in Kimball County, the southern Panhandle, and the state as a whole. In 1982, Kimball County activity in this sector was 60 percent higher than its 1980 level. Similarly, this sector has increased consistently in the southern Panhandle counties. In the state, 1983 activity was 17 percent higher than 1980 activity.

Wholesale Trade. This sector has a strong influence in Kimball County. Most wholesale businesses sell products to oil and gas producers. This sector moves directly with oil and gas activity; the 1983 volume of wholesale trade was 65 percent of the 1980 volume. Even at a reduced level of activity, wholesale trade in Kimball County was double the statewide proportions.

Retail Trade. Retail trade represents approximately 60 percent of the sales activity in Kimball County. It is important to note that retail sales activity in 1982 represented only 82 percent of the 1980 level of activity. In the state as a whole, retail trade in 1983 was also lower than activity in 1980.

Services. The services sector in Kimball County and in the southern Panhandle counties has decreased over the last 4 years. In 1983, sales activity in Kimball County was 29 percent lower than activity in 1980. In contrast, statewide activity in the services sector was 28 percent higher in 1983 than in 1980.

"Other" Sales. This sector, which represents 5 percent of Kimball County activity, increased most rapidly over the last 4 years. However, since this sector is a catch-all and includes activity not classifiable in other sectors, it is difficult to know with precision why activity has increased.

SALES ACTIVITY BY SECTOR: 1980-1983
KIMBALL COUNTY, SOUTHERN PANHANDLE, STATE OF NEBRASKA

| <u>Kimball County</u> | <u>1980</u> | <u>1981</u> | <u>1982</u> | <u>1983</u> |
|-----------------------|-------------|-------------|-------------|-------------|
| Agriculture | 100 | N/A | N/A | N/A |
| Mining | 100 | 130 | 85 | 73 |
| Construction | 100 | N/A | N/A | N/A |
| Manufacturing | 100 | 83 | 59 | 52 |
| TCU* | 100 | 124 | 138 | 160 |
| Wholesale | 100 | 102 | 79 | 65 |
| Retail | 100 | 110 | 95 | 82 |
| FIRE** | 100 | N/A | N/A | N/A |
| Services | 100 | 118 | 102 | 71 |
| Other | 100 | 113 | 125 | 163 |
| Composite | 100 | 112 | 96 | 84 |

Southern Panhandle

| | | | | |
|---------------|-----|-----|-----|-----|
| Agriculture | 100 | 126 | 107 | 168 |
| Mining | 100 | 130 | 85 | 73 |
| Construction | 100 | 89 | 93 | 64 |
| Manufacturing | 100 | 105 | 106 | 83 |
| TCU* | 100 | 98 | 104 | 117 |
| Wholesale | 100 | 104 | 90 | 74 |
| Retail | 100 | 111 | 105 | 95 |
| FIRE** | 100 | N/A | N/A | N/A |
| Services | 100 | 114 | 110 | 96 |
| Other | 100 | 104 | 118 | 165 |
| Composite | 100 | 110 | 104 | 97 |

State of Nebraska

| | | | | |
|---------------|-----|-----|-----|-----|
| Agriculture | 100 | 104 | 113 | 126 |
| Mining | 100 | 119 | 103 | 89 |
| Construction | 100 | 98 | 85 | 74 |
| Manufacturing | 100 | 101 | 98 | 90 |
| TCU* | 100 | 114 | 127 | 134 |
| Wholesale | 100 | 104 | 88 | 90 |
| Retail | 100 | 107 | 103 | 95 |
| FIRE** | 100 | 113 | 121 | 126 |
| Services | 100 | 119 | 123 | 128 |
| Other | 100 | 103 | 106 | 156 |
| Composite | 100 | 107 | 106 | 104 |

* Transportation, Communications and Utilities.

**Finance, Insurance and Real Estate.

SOURCE: Nebraska Department of Revenue, Research Division.

Monthly Sales Activity

Sales activity in Kimball County is seasonal. Activity in the months of June, July and August is higher than activity in the other winter, spring, or fall months. December is an exception due to seasonal gift buying. Seasonality of sales activity is less pronounced statewide.

As discussed in subsequent sections, the significance of tourism and interstate highway transportation activity is a driving force behind this seasonal trend.

1983 NET TAXABLE SALES BY MONTH KIMBALL COUNTY, STATE OF NEBRASKA

| <u>Month</u> | <u>-----Kimball-----</u> | | <u>-----Nebraska-----</u> | |
|--------------|--------------------------|-------|---------------------------|-------|
| | \$ | Index | \$ | Index |
| January | \$2,188,975 | 90 | \$622,945,904 | 91 |
| February | \$1,824,015 | 75 | \$561,497,405 | 82 |
| March | \$2,609,566 | 108 | \$693,927,111 | 101 |
| April | \$2,322,541 | 96 | \$704,761,516 | 103 |
| May | \$2,498,606 | 103 | \$713,875,833 | 104 |
| June | \$3,092,355 | 128 | \$764,050,888 | 112 |
| July | \$2,600,578 | 107 | \$668,297,547 | 100 |
| August | \$2,726,950 | 113 | \$664,002,388 | 97 |
| September | \$2,701,300 | 111 | \$742,947,109 | 109 |
| October | \$2,038,568 | 84 | \$621,279,009 | 91 |
| November | \$1,881,135 | 78 | \$620,934,622 | 91 |
| December | <u>\$2,524,566</u> | 104 | <u>\$811,861,158</u> | 119 |
| TOTAL | \$29,009,157 | | \$8,190,380,490 | |
| 1983 AVERAGE | \$2,417,430 | 100 | \$682,531,707 | 100 |

SOURCE: Nebraska Department of Revenue, Research Division.

ECONOMIC SECTORS

This chapter describes and quantifies the current economic conditions within these major sectors:

Retail Trade and Retail Demand

Agricultural Activity

Travel and Tourism

Oil and Gas Activity

Manufacturing and Wholesale Trade

Housing Activity

Military Influences

RETAIL TRADE AND RETAIL DEMAND

Current Inventory of Downtown Kimball Businesses

There are an estimated 86 businesses in downtown Kimball, as summarized below.

CURRENT INVENTORY OF DOWNTOWN BUSINESSES CITY OF KIMBALL

| <u>Retail Goods</u> | <u>Number of Businesses</u> |
|--|---------------------------------|
| Groceries | 3 |
| Drugs | 2 |
| Eating and Drinking | 7 |
| Apparel and Shoes | 10 |
| Home Furnishings | 0 |
| Home Appliances/ Building Materials | 5 |
| Automotive Supplies/ Service Stations | 4 |
| Hobby/Special Interest | 1 |
| Gifts, Jewelry and Flowers | 2 |
| Liquor | 1 |
| Other Retail | 2 |
| <u>Services</u> | |
| Entertainment | 5 |
| Beauty and Barber | 8 |
| Lodging | 0 |
| Medical Offices | 3 |
| Professional Services | 16 |
| Financial Services | 3 |
| <u>Other</u> | |
| Government | 5 |
| Clubs | 2 |
| Wholesale and Mfg. | 7 |
| | <hr/> 86 |

SOURCE: Coley/Forrest Field Survey, 10/84

Without square footage estimates by business type, we cannot compare the mix of downtown businesses with "typical" downtowns or shopping centers in a quantitative analysis. However, these qualitative observations still hold:

- . There are 13 vacant storefronts or structures in downtown Kimball, including 6 vacancies on Chestnut Street, the main thoroughfare. Empty spaces create not only visual eyesores but also suggest a stagnant economy.
- . There are 7 non-retail businesses with storefront locations along Chestnut Street; these uses deter an enjoyable shopper experience. Development of a "tight" cluster of shopping businesses can encourage reciprocal shopping.
- . There is no general gift shop with the exception of one jewelry store which carries some more expensive gifts.
- . There are no lodging accommodations near downtown; downtown retailers and eating establishments cannot expect to capture a substantial volume of overnight guests.
- . There is no coffee shop or full-service restaurant downtown. Without such a "draw", downtown empties at the lunch and "after-work" hours; this further deters shopping.
- . The only hobby or special interest shops downtown are The Book Shack (second hand books) and the sporting goods store.

From our qualitative analysis of downtown businesses, we would suggest that these types of businesses might be market viable:

- .sewing goods store;
- .music store;
- .bookstore, or book selection within gift store;
- .gift shop;
- .coffee shop;
- .athletic facility;
- .hobby/crafts shop;
- .full-service restaurant.

Most types of businesses require a trade area larger than Kimball supports today. A selected sampling of trade area requirements by business type follows.

NEW TYPES OF BUSINESSES

| <u>Kimball May Qualify for:</u> | <u>Criteria</u> |
|---------------------------------|---|
| Fast Food Restaurant | 5,000-15,000 people within 2 to 5 miles |
| Variety Store | 15,000 people within 25 miles |
| Truck Stop | 3,000 people; 400 trucks |

| <u>Kimball May Not Generally Qualify For:</u> | <u>Criteria</u> |
|---|---|
| (most) Full Menu Chain Restaurant | 30,000-60,000 people within 2 to 5 miles |
| General Department Store | 150,000 people within 5 miles assuming a maximum of 5 competitors |
| (most) Discount Stores | 50,000 to 75,000 people within 10 to 15 miles assuming a maximum of 2 competitors |
| Furniture Store | 50,000 people within 30 miles assuming a maximum of 4 competitors |
| Discount Stores | 10,000 within city limits |
| Junior Department Store | 8,000 people within 2 miles |

Retail Demand and Retail Leakage

We have estimated the total dollar volume of retail goods and services purchases generated by the four-county Kimball market area for convenience and comparison goods and services and the portion of total convenience goods and comparison goods and services purchases that could be expected to be spent within Kimball County by these market sources.

This estimate is compared with actual retail sales in Kimball County. The difference, commonly called "leakage," represents an additional volume of retail trade that Kimball County could reasonably expect to have today.

$$\begin{array}{rclclcl} \text{Estimated Retail Demand} & - & \text{Actual Retail Sales} & = & \text{"Leakage"} \\ \$32,134,870 & - & \$18,784,732 & = & \$13,350,138 \end{array}$$

Retail demand in Kimball County is derived from two general sources: market area residents and travel/tourism.

| <u>Sources of Demand</u> | <u>Estimated Demand in Kimball County</u> |
|--------------------------|---|
| Market Area Residents | \$26,520,197 |
| Travel/Tourism | 5,614,673 |
| TOTAL | <u>\$32,134,870</u> |

According to these estimates, Kimball County could expect to capture \$32,134,870 in retail goods and services expenditures. Current (1983) Kimball County retail goods and services activity totaled \$18,784,732. This leaves a potential additional capture of approximately \$13,350,138 in retail sales and services that Kimball County could reasonably expect to have today with improved:

- . advertising and promotion campaign;
- . inventory of goods and services;
- . merchant service.

These calculations are summarized on the page that follows.

CURRENT KIMBALL COUNTY ACTIVITY (1983)

| | |
|-----------------------------------|--------------|
| Current Retail Sales and Services | \$18,784,732 |
|-----------------------------------|--------------|

CURRENT KIMBALL COUNTY DEMAND

"Achievable" Resident Expenditures

| | |
|-------------|--------------|
| Comparison | \$15,975,066 |
| Convenience | 10,545,131 |

| | |
|-------|--------------|
| TOTAL | \$26,520,197 |
|-------|--------------|

| | |
|--|--------------|
| (Non-Resident) Travel/Tourism (Lodging, meals, entertainment, truck/auto repair, etc.) | \$ 5,614,673 |
|--|--------------|

| | |
|-------|--------------|
| TOTAL | \$32,134,870 |
|-------|--------------|

| | |
|--|--------------|
| ADDITIONAL "ACHIEVABLE" CAPTURE TODAY = LEAKAGE | \$13,350,138 |
|--|--------------|

Note that if \$10 million of this total "leakage" represents retail sales, then this equates to approximately 80,000 square feet of additional retail space.

Detailed Demand Calculations. Estimated retail demand in the Kimball area from market area residents has been calculated by the following method:

- . Calculating total households times median household income to estimate total personal income in the four-county market area.
- . Calculating the proportion of total personal income that is spent on comparison and convenience goods by market area residents.
- . Calculating the total potential expenditures for comparison and convenience goods by market area residents in the local Kimball area.

Total estimated 1983 personal income of the 7,190 households in the Kimball trade area is approximately \$184 million. These detailed calculations are summarized in the table below.

ESTIMATED 1983 PERSONAL INCOME IN KIMBALL TRADE AREA

| County | <u>Estimated Households</u> | <u>Median 1983 Household Income</u> | <u>Total Personal Income</u> |
|----------|---------------------------------|---|--------------------------------------|
| Banner | 320 | \$16,200 | \$ 5,184,000 |
| Cheyenne | 4,000 | \$26,370 | \$105,480,000 |
| Deuel | 1,000 | \$23,000 | \$ 23,000,000 |
| KIMBALL | <u>1,870</u> | <u>\$27,220</u> | <u>\$ 50,901,400</u> |
| | 7,190 | | \$184,565,400 |

SOURCES: Population: Cheyenne and Deuel - 1983 Survey of Buying Power, Sales and Marketing Management.

Income: 1984 Survey of Buying Power, Sales and Marketing Management for "median effective buying income" plus and an estimate for taxes.

Nationwide, it is estimated that 39.9 percent of personal income is spent on comparison goods, and 21.5 percent is spent on convenience goods. In the Kimball trade area, this represents approximately \$73,641,595 spent on comparison goods and \$39,681,561 spent on convenience goods by market area residents.

Only a fraction of total expenditures by Kimball market area residents are likely to be spent in Kimball or could be captured by Kimball area businesses. Retail estimates of total potential comparison and convenience goods expenditures "achievable" by the Kimball businesses is presented in the table that follows.

For example, the analysis estimates that Kimball County residents spend 40 percent of their comparison goods dollars in the Kimball area and 80 percent of their convenience goods dollars in the Kimball area. In Cheyenne County, it is estimated that 15 percent of resident comparison goods expenditures and only 5 percent of convenience goods expenditures would reasonably be spent in the Kimball area. From this analysis, it is estimated that approximately \$15,975,066 of resident expenditures for comparison goods, and \$10,545,131 of market area resident expenditures for convenience goods could be captured by Kimball area businesses. These two estimates are presented in the summary table on a preceding page.

"ACHIEVABLE" RETAIL EXPENDITURES IN KIMBALL

| <u>Comparison Goods</u> | <u>Total Expenditures</u> <u>(39.9% of Income)</u> | <u>Potential Expenditures</u> <u>-----in Kimball-----</u> | |
|--------------------------|---|--|------------------|
| | | <u>\$</u> | <u>\$</u> |
| Banner | \$ 2,068,416 | 30% | \$ 620,525 |
| Cheyenne | 42,086,520 | 15% | 6,312,978 |
| Deuel | 9,177,000 | 10% | 917,700 |
| KIMBALL | <u>20,309,659</u> | 40% | <u>8,123,863</u> |
| | \$73,641,595 | | \$15,975,066 |
| | | | |
| <u>Convenience Goods</u> | <u>(21.5% of Income)</u> | | |
| Banner | \$ 1,114,560 | 50% | \$ 557,280 |
| Cheyenne | 22,678,200 | 5% | 1,133,910 |
| Deuel | 4,945,000 | 2% | 98,900 |
| KIMBALL | <u>10,943,901</u> | 80% | <u>8,755,041</u> |
| | \$39,681,561 | | \$10,545,131 |

Also presented in a subsequent section are estimates of direct expenditures in Kimball County generated by travel and tourism.

AGRICULTURAL ACTIVITY

Introduction

The agricultural sector represents a significant component of the Kimball area economy. More specifically, it represents:

- . 16 percent of total employment in the county;
- . 86 percent of total county acreage;
- . approximately \$21 million in agricultural products (crops and livestock) sold annually.

Kimball is a relatively large agriculturally-oriented trade and service center in the southern Panhandle and should be capable of capturing a significant share of agricultural products sales, as well as provide a wide range of agricultural services and related retail goods.

This chapter summarizes some economic features of the agricultural economy in the southern Panhandle counties through a discussion of the following topics:

Market Value of Agricultural Products Sold

Number of Farms and Farm Land

Livestock Sale Activity

Crop Sale Activity

Market Value of Agricultural Products Sold

In 1978, the market value of agricultural products sold in Kimball County was \$20,657,000. In the four-county southern Panhandle area the total market value of agricultural products was \$144,590,000. The southern Panhandle average farm selling crops, sold \$52,208 of crops in 1982; the average ranch selling livestock sold \$100,895 worth of livestock in 1982.

MARKET VALUE OF AGRICULTURAL PRODUCTS AND NUMBER OF PRODUCING FARMS/RANCHES

| | -----1978----- | | -----1982----- | |
|------------------|---------------------|--------------------|---------------------|--------------------|
| | Value | #Farms/ Ranches | Value | #Farms/ Ranches |
| <u>Crops</u> | | | | |
| Banner | \$ 6,696,000 | 174 | \$12,889,000 | 189 |
| Cheyenne | 18,904,000 | 707 | 30,584,000 | 633 |
| Deuel | 10,812,000 | 289 | 16,245,000 | 289 |
| KIMBALL | 9,580,000 | 321 | 14,313,000 | 307 |
| TOTAL | <u>\$45,992,000</u> | <u>1,491</u> | <u>\$74,031,000</u> | <u>1,418</u> |
| <u>Livestock</u> | | | | |
| Banner | \$ 8,711,000 | 150 | \$ 7,547,000 | 127 |
| Cheyenne | 42,841,000 | 339 | 54,460,000 | 339 |
| Deuel | 9,087,000 | 149 | 9,540,000 | 129 |
| KIMBALL | 6,060,000 | 196 | 6,344,000 | 177 |
| TOTAL | <u>\$66,699,000</u> | <u>834</u> | <u>\$77,891,000</u> | <u>772</u> |

SOURCE: 1978 and 1982 Census of Agriculture, Part 27:
Nebraska, U.S. Department of Commerce, Bureau
of the Census, released June 1981 and May 1984.

Number of Farms and Farm Land

The number of farms in the southern Panhandle area totaled approximately 1,522 in 1982. As summarized below, the number of farms in Kimball County, the southern Panhandle counties, and the state of Nebraska have been decreasing at a rate of 3 to 5 percent per year over the last 8 years.

NUMBER OF FARMS: SOUTHERN PANHANDLE COUNTIES

| <u>County</u> | <u>1974</u> | <u>1978</u> | <u>1982</u> |
|---------------|--------------|--------------|--------------|
| Banner | 205 | 213 | 200 |
| Cheyenne | 750 | 748 | 701 |
| Deuel | 306 | 313 | 277 |
| KIMBALL | 377 | 378 | 344 |
| TOTAL | <u>1,638</u> | <u>1,652</u> | <u>1,522</u> |
| Nebraska | 67,597 | 63,768 | 60,243 |

SOURCE: 1978 and 1982 Census of Agriculture, U.S.
Department of Commerce, Bureau of the Census,
released in June, 1981 and May, 1984.

The decrease in the number of farms has corresponded with a slight increase in the average farm acreage as farms are consolidated into larger and more economically efficient units. The average farm in the southern Panhandle counties ranges between 1,100 and 2,000 acres.

AVERAGE FARM SIZE: SOUTHERN PANHANDLE COUNTIES

| <u>County</u> | <u>1974</u> | <u>1978</u> | <u>1982</u> |
|---------------|-------------|-------------|-------------|
| Banner | 2,010 | 1,926 | 2,033 |
| Cheyenne | 1,023 | 1,064 | 1,073 |
| Deuel | 1,032 | 1,032 | 1,109 |
| KIMBALL | 1,578 | 1,516 | 1,519 |
| Nebraska | 726 | 742 | 746 |

SOURCE: 1978 and 1982 Census of Agriculture, U.S.
Department of Commerce, Bureau of the Census,
released in June, 1981 and May, 1984.

Farm acreage represented 86 percent of the total land area in Kimball County in 1982 and a higher proportion of the land area in neighboring southern Panhandle counties, as summarized below.

FARM ACREAGE: SOUTHERN PANHANDLE COUNTIES

| | <u>1978</u> | <u>1982</u> |
|----------------------|-------------|-------------|
| Banner County | | |
| Land Area | 478,208 | 478,208 |
| Farm Acreage | 410,239 | 406,559 |
| Proportions In Farms | 85.8% | 85.0% |
| Cheyenne County | | |
| Land Area | 796,169 | 796,169 |
| Farm Acreage | 752,179 | 765,369 |
| Proportions In Farms | 94.4% | 96.1% |
| Deuel County | | |
| Land Area | N/A | N/A |
| Farm Acreage | 323,130 | 307,061 |
| Proportions In Farms | N/A | N/A |
| KIMBALL COUNTY | | |
| Land Area | 609,254 | 609,254 |
| Farm Acreage | 560,793 | 522,423 |
| Proportions In Farms | 92.0% | 85.7% |

SOURCE: 1978 and 1982 Census of Agriculture, U.S. Department of Commerce, Bureau of the Census, released in June, 1981 and May, 1984.

Livestock Sales Activity

In 1982, there were 66,319 head of livestock sold from southern Panhandle county ranches. Kimball County represented 25 percent of this total livestock sales activity. The value of cattle/calve and hog/pig activity totaled \$10.1 million in 1982.

NUMBER AND VALUE OF LIVESTOCK SALES BY COUNTY: 1978, 1982

| <u>Year</u> <u>County</u> | <u>Cattle</u> <u>and Calves</u> | <u>Sheep</u> <u>and Lambs</u> | <u>Hogs</u> <u>and Pigs</u> |
|------------------------------|------------------------------------|----------------------------------|--------------------------------|
| <u>1978</u> | | | |
| Banner | 5,538 | 347 | 4,577 |
| Cheyenne | 6,762 | 3,389 | 42,602 |
| Deuel | 1,754 | 597 | 10,673 |
| KIMBALL | 2,266 | 2,711 | 6,699 |
| 4-COUNTY TOTAL | 16,320 | 7,044 | 64,551 |
| <u>1982</u> | | | |
| Banner | 2,917 | 1,011 | (D) |
| Cheyenne | 3,949 | 7,837 | 27,003 |
| Deuel | 3,395 | 471 | 9,350 |
| KIMBALL | 2,425 | 6,176 | 4,785 |
| 4-COUNTY TOTAL | 12,686 | 15,495 | 41,138 |

VALUE OF LIVESTOCK SOLD BY COUNTY

| | | | |
|----------------|-------------|-----|-------------|
| <u>1978</u> | | | |
| Banner | \$ 885,000 | N/A | \$ 449,000 |
| Cheyenne | 1,910,000 | N/A | 2,103,000 |
| Deuel | 451,000 | N/A | 1,084,000 |
| KIMBALL | 697,000 | N/A | 509,000 |
| 4-COUNTY TOTAL | \$3,943,000 | | \$4,145,000 |
| <u>1982</u> | | | |
| Banner | \$1,656,000 | N/A | (D) |
| Cheyenne | 1,139,000 | N/A | \$3,773,000 |
| Deuel | 869,000 | N/A | 1,075,000 |
| KIMBALL | 659,000 | N/A | 488,000 |
| 4-COUNTY TOTAL | \$4,323,000 | | \$5,336,000 |

SOURCE: 1978 Census of Agriculture, Part 27: Nebraska, U.S. Department of Agriculture, Bureau of the Census, Released June 1981.

Crop Sale Activity

In the southern Panhandle counties, major crop production includes corn edible beans, hay and winter wheat. Beets, sorghum, and alfalfa are produced in some of the counties. Due to annual hail activity, less hardy crops are more difficult to grow and harvest.

In 1981, the estimated value of crops produced in these four counties totaled \$103.3 million as summarized below. Kimball County major crops were valued at \$26.9 million. [Note that these value estimates are higher than the Census of Agriculture estimates for 1982.]

The southern Panhandle counties produced

- 21% of the State's winter wheat harvest;
- 9% of the State's edible bean harvest;
- 2% of the State's hay harvest, and
- 0.4% of the State's corn for grain harvest.

VALUE OF CROP PRODUCTION: 1981

| | <u>Southern Panhandle</u> | <u>Kimball County</u> |
|----------------|-------------------------------|---------------------------|
| Corn for Grain | \$ 8,193,030 | \$ 1,117,600 |
| Edible Beans | 7,384,730 | 2,646,640 |
| Hay | 7,795,200 | 2,015,400 |
| Winter Wheat | 79,966,690 | 21,215,420 |
| TOTAL | <u>\$103,339,650</u> | <u>\$26,995,060</u> |

Source: Nebraska Agricultural Statistics, Annual Report 1981, Nebraska Crop and Livestock Reporting Service, August, 1983.

MAJOR CROP PRODUCTION: 1981
SOUTHERN PANHANDLE COUNTIES

| <u>County</u> | <u>Corn for Grain</u> | <u>Edible Beans</u> | <u>Hay</u> | <u>Winter Wheat</u> |
|---------------|---------------------------|-------------------------|--------------------|---------------------|
| Banner | \$ 944,880 | \$1,407,000 | \$2,873,400 | \$10,458,880 |
| Cheyenne | 3,517,650 | 1,634,360 | 2,133,000 | 34,460,650 |
| Deuel | 2,612,900 | 1,696,640 | 773,400 | 13,831,740 |
| KIMBALL | 1,117,600 | 2,646,700 | 2,015,400 | 21,215,420 |
| TOTAL | <u>\$8,193,030</u> | <u>\$7,384,730</u> | <u>\$7,795,200</u> | <u>\$79,966,690</u> |
| Nebraska | \$1,985,912,000 | \$80,098,000 | \$471,095,000 | \$381,060,600 |

| | <u>Bushels</u> | <u>CWT</u> | <u>Tons</u> | <u>Bushels</u> |
|----------|------------------|----------------|----------------|-------------------|
| Banner | 372,000 | 70,000 | 47,890 | 2,969,100 |
| Cheyenne | 1,384,900 | 89,800 | 35,550 | 9,782,800 |
| Deuel | 1,028,700 | 96,400 | 12,890 | 3,926,600 |
| KIMBALL | 440,000 | 133,000 | 33,590 | 6,022,700 |
| TOTAL | <u>3,225,600</u> | <u>389,200</u> | <u>129,920</u> | <u>22,701,200</u> |
| Nebraska | 791,200,000 | 4,025,000 | 7,010,000 | 104,400,000 |

Source: Nebraska Agricultural Statistics, Annual Report 1981, Nebraska Crop and Livestock Reporting Service, August, 1983.

TRAVEL AND TOURISM

Travel and tourism is an important component of economic activity in the Kimball area, given its highway orientation and its proximity to some national and regional recreation areas.

Although it is difficult to measure directly the full economic impact of travel and tourism, several indirect measures of this important component of the local economy are discussed in this section. These include:

- Major Highway Traffic Counts
- Local Lodging and Lodging Occupancy
- State Analysis: Economic Impact of Travel

Major Highway Traffic Counts

Kimball is at the intersection of Interstate 80 and U.S. 30 which parallels Interstate 80, and State Route 71 which extends from eastern Colorado north through Scottsbluff and to South Dakota. Average daily traffic counts on these major highways in are presented on the table that follows.

- . State Route 71. There was a modest increase in traffic along State Route 71, north of Kimball, between 1979 and 1983; 1983 average daily counts totaled 2,195; 18 percent of this volume was heavy vehicles.
- . I-80. Traffic volumes along I-80 east of Kimball were stable between 1981 and 1983, but below 1979 levels. 1979 traffic counts included a substantial component of oil and gas activity, which has since subsided. Volumes along I-80 west of Kimball have regained their 1979 volumes. Heavy vehicles comprise about 40 percent of this traffic.
- . U.S. 30. Traffic volumes along U.S. 30 have been somewhat erratic.

AVERAGE OF ALL DAILY TRAFFIC COUNTS:
TOTAL VEHICLES AND HEAVY VEHICLES ONLY
KIMBALL MARKET AREA

| <u>Kimball Vicinity</u> | -----1979----- | | -----1981----- | | -----1983----- | |
|-------------------------|-----------------------|----------------------------|-----------------------|----------------------------|-----------------------|----------------------------|
| | <u>Total Vehicles</u> | <u>Heavy Vehicles Only</u> | <u>Total Vehicles</u> | <u>Heavy Vehicles Only</u> | <u>Total Vehicles</u> | <u>Heavy Vehicles Only</u> |
| State Route 71 | | | | | | |
| N of Kimball | 2,020 | 360 | 2,195 | 400 | 2,195 | 400 |
| S of Kimball | 1,630 | 400 | 1,420 | 385 | 1,400 | 360 |
| I-80 | | | | | | |
| E of Kimball | 4,700 | 1,605 | 3,640 | 1,560 | 3,650 | 1,525 |
| W of Kimball | 3,920 | 1,580 | 3,510 | 1,555 | 3,900 | 1,494 |
| U.S. 30 | | | | | | |
| E of Kimball | 900 | 95 | 1,635 | 150 | 1,880 | 170 |
| W of Kimball | 1,085 | 120 | 1,005 | 110 | 1,105 | 115 |

SOURCE: Traffic Flow Map of the State Highways.
Department of Roads, State of Nebraska.

Local Lodging and Lodging Occupancy

There are 7 motels which collectively provide an estimated 141 lodging accommodations in the Kimball area. These are summarized in the table below.

HOTEL/MOTEL LODGING: KIMBALL AREA

| <u>Motel</u> | <u># Units</u> |
|--------------------------|----------------|
| Finer Motel | 14 |
| Holiday/Best Western | 30 |
| Motel Kimball/Friendship | 16 |
| I-80 Inn | 29 |
| Plains Motel | 17 |
| Schlumberger Inn | 11 |
| Western Motel | 24 |
| TOTAL UNITS | 141 |

SOURCE: Coley/Forrest survey, 10/84.

Assuming an average nightly rental is \$26, then using the lodging tax revenue estimates, Kimball area accommodations average approximately 40 percent occupancy year-around.

AVERAGE OCCUPANCY ESTIMATES

$$\begin{array}{rcl} 1983 \text{ Gross Revenues} & - & \text{Average Room Rate} = \text{Estimated Lodging Nights} \\ \left(\frac{\$5,333.94}{1\%} \right) & - & \$26 = 20,515 \end{array}$$

$$\begin{array}{rcl} \text{Estimated Lodging} & - & \text{Available} = \text{Average Occupancy Rate} \\ \text{Nights} & & \text{Capacity} \\ 20,515 & - & 141 (365) = 40\% \end{array}$$

Lodging occupancy varies considerably from month to month in the Kimball area. The table that follows presents lodging tax revenues for Kimball County in 1982, 1983, and 1984 through July. Note that in each year, June, July and August lodging revenues have been 1.5 to 2 times the average month for that year while December and February have represented only 50 to 60 percent of the annual average.

KIMBALL COUNTY LODGING TAX REVENUES

| Month | 1982 | | 1983 | | 1984 | |
|-------------|------------|-------|------------|-------|-----------|-------|
| | \$ | Index | \$ | Index | \$ | Index |
| Avg Month = | \$ 788.76 | 100 | \$ 444.50 | 100 | | |
| January | \$ 452.48 | 57 | \$ 272.10 | 61 | \$ 223.62 | |
| February | \$ 578.62 | 73 | \$ 259.63 | 58 | \$ 220.43 | |
| March | \$ 590.49 | 75 | \$ 342.88 | 77 | \$ 242.23 | |
| April | \$ 597.38 | 76 | \$ 296.64 | 67 | \$ 347.60 | |
| May | \$ 766.14 | 97 | \$ 425.75 | 96 | \$ 438.72 | |
| June | \$1,157.25 | 147 | \$ 620.00 | 139 | \$ 666.23 | |
| July | \$1,676.88 | 212 | \$ 876.56 | 197 | \$ 800.25 | |
| August | \$1,637.50 | 208 | \$ 746.00 | 168 | | |
| September | \$ 906.47 | 115 | \$ 555.00 | 125 | | |
| October | \$ 577.44 | 73 | \$ 431.75 | 97 | | |
| November | \$ 269.67 | 34 | \$ 280.45 | 63 | | |
| December | \$ 254.81 | 32 | \$ 227.18 | 51 | | |
| TOTAL | \$9,465.13 | | \$5,333.94 | | | |

SOURCE: Kimball County Treasurer

From an informal survey of individual lodge owners and managers, we have learned that the composition of winter, summer and fall guests are slightly different.

Note that traveling salesmen and oil and gas workers comprise a substantial proportion overnight guests throughout the year. Tourists represent a significant volume of guests during the summer months. Hunters and senior citizens are an important component of the fall business.

Winter Guests: Oil and Gas Service Workers
Traveling Salesmen
Truckers

Summer Guests: Oil and Gas Service Workers
Traveling Salesmen
Truckers
Tourists, traveling with children

Fall Guests: Oil and Gas Service Workers
Traveling Salesmen
Truckers
Senior Citizens
Hunters

State Analysis: Economic Impact of Travel

In 1981, the State Department of Economic Development contracted with the U.S. Travel Data Center to estimate total travel expenditures in 13 selected counties in Nebraska through use of a computerized economic model.

In this analysis, travel expenditures include both state residents and out-of-state visitors traveling away from home overnight or on day trips to places 100 miles or more away from home, travel by those operating an airplane, bus, truck, train, or other form of common carrier transportation, travel by students away at school, and military travel on active duty.

These calculations are direct travel expenditures for transportation, lodging, food, entertainment, recreation, and incidentals.

Travel spending in Nebraska by categories is presented in the table below. Note that a detailed breakdown of travel expenditures by county has not been provided by the state.

TRAVEL SPENDING IN NEBRASKA BY CATEGORY, 1981

| <u>Expenditures Category</u> | <u>Percent of State Total</u> |
|----------------------------------|-----------------------------------|
| Public Transportation | 15.7% |
| Auto Transportation | 25.4% |
| Lodging | 9.5% |
| Food Service | 31.7% |
| Entertainment/Recreation | 8.7% |
| Incidentals | 9.0% |
| TOTAL | <u>100.0%</u> |

SOURCE: The Economic Impact of Travel on Selected Nebraska Counties, 1982, U.S. Travel Data Center, November, 1982.

Applying the statewide proportions of travel expenditures to Kimball County, using lodging as a base yields an estimated \$5.6 million in revenues spent in Kimball County due to travel.

1983 KIMBALL COUNTY TRAVEL SPENDING ESTIMATES

| <u>Expenditure Category</u> | <u>\$</u> | <u>%</u> |
|-----------------------------|--------------------|---------------|
| Public Transportation | \$ 881,504 | 15.7% |
| Auto Transportation | 1,426,127 | 25.4% |
| Lodging | 533,394 | 9.5% |
| Food Service | 1,779,851 | 31.7% |
| Entertainment | 488,477 | 8.7% |
| Incidentals | 505,320 | 9.0% |
| | <u>\$5,614,673</u> | <u>100.0%</u> |

Source: Derived from lodging revenues and The Economic Impact of Travel on Selected Nebraska Counties, 1982, U.S. Travel Data Center, 1982.

Hunting

Each Fall, the southern Panhandle counties provide excellent hunting areas for pheasant and quail and some deer and antelope. The season generally ranges between September 15 and December 31 as outlined below.

1983 HUNTING SEASON

| <u>Game</u> | <u>Season</u> <u>(1983 example)</u> |
|---------------|---|
| Cock Pheasant | November 3 - December 31 |
| Deer: Archery | September 15 - November 11 November 21 - December 31 |
| Deer: Firearm | November 12 - November 20 |
| Duck | October 13 - December 2 December 7 - January 7 |
| Grouse | September 15 - November 30 |
| Quail | November 3 - December 16 |

Source: Nebraska Game and Parks Commission.

In 1983 there were approximately 4,000 resident and 2,100 non-resident hunting and fishing licenses issued, as summarized below. In addition, approximately 1,237 resident and non-resident deer firearm permits were pulled in the Upper Platte Hunting Unit. [The upper Platte contains Kimball, Cheyenne, Banner and portions of Deuel, Morrill and Scottsbluff Counties.]

**1983 SMALL GAME HUNTING AND FISHING ACTIVITY
KIMBALL AND SOUTHERN PANHANDLE COUNTIES**

| <u>County</u> | <u>Resident Fishing</u> | <u>Resident Hunting</u> | <u>Resident Fishing/ Hunting</u> |
|---------------|-----------------------------|-----------------------------|--|
| Banner | 18 | 11 | 8 |
| Cheyenne | 934 | 928 | 355 |
| Deuel | 198 | 192 | 93 |
| KIMBALL | 764 | 303 | 187 |
| TOTAL | <u>1,914</u> | <u>1,434</u> | <u>643</u> |

| <u>County</u> | <u>Non-Resident Hunting</u> | <u>Non-Resident Fishing</u> | <u>3-day Non Resident</u> |
|---------------|---------------------------------|---------------------------------|-------------------------------|
| Banner | 0 | 0 | 1 |
| Cheyenne | 388 | 81 | 132 |
| Deuel | 112 | 224 | 445 |
| KIMBALL | 160 | 205 | 370 |
| TOTAL | <u>660</u> | <u>510</u> | <u>948</u> |

| <u>County</u> | <u>Habitat Stamp</u> | <u>Annual Park Permit</u> |
|---------------|--------------------------|-------------------------------|
| Banner | 25 | 39 |
| Cheyenne | 1,707 | 1,089 |
| Deuel | 409 | 495 |
| KIMBALL | 660 | 311 |
| TOTAL | <u>2,801</u> | <u>1,934</u> |

Source: Nebraska Park and Game Department,
Permit Division

There is a ceiling on the number of permits issued annually so that game populations remain relatively constant. Permits are issued first to residents; remaining permits are issued to non-residents. The number of small game permits allowed are usually purchased. However, fewer deer permits are pulled than are allotted each year.

State Park and Recreation Facilities

Kimball County contains one state managed wayside area (Lodgepole) and one local reservoir (Oliver Reservoir). Lake McConaughy, a regional park and lake, is eight miles northeast of Ogallala. The facilities offered at each are outlined below:

| <u>Facility</u> | <u>Land Area</u> | <u>Water Area</u> |
|------------------------------|------------------|-------------------|
| Lodgepole State Wayside Area | 13 acres | 4 acres |
| Oliver Reservoir | N/A | 250 acres |
| Lake McConaughy | 5,492 acres | 35,700 acres |

The state maintains visitor and camper registration counts at Lake McConaughy. State visitors at Lake McConaughy have ranged between 350,000 and 480,000 annually; camper permits at the Lake have ranged between 7,100 and 7,900 for the two years that counts were taken.

STATE PARK VISITOR COUNTS

| | <u>1979</u> | <u>1980</u> | <u>1981</u> | <u>1982</u> | <u>1983</u> |
|-----------------|-------------|-------------|-------------|-------------|-------------|
| Lake McConaughy | 380,043 | 396,925 | 385,017 | 353,895 | 480,248 |
| State Total | 8,065,543 | 8,143,850 | 8,076,514 | 7,869,787 | 7,852,799 |

STATE PARK CAMPER REGISTRATION COUNTS (PERMITS)

| | <u>1979</u> | <u>1980</u> | <u>1981</u> | <u>1982</u> | <u>1983</u> |
|-----------------|-------------|-------------|-------------|-------------|-------------|
| Lake McConaughy | N/A | N/A | N/A | 7,123 | 7,947 |
| State Total | 68,139 | 61,499 | 72,625 | 79,502 | 74,682 |

SOURCE: State Parks Division, Nebraska Game and Parks Commission,
Annual Reports.

OIL AND GAS ACTIVITY

Oil was discovered in Kimball County on June 27, 1951; shortly thereafter Kimball County was named "oil capital of Nebraska." Oil and gas production are from several fields within the Denver-Julesburg formation. Oil activity was intense throughout the 1950s and early 1960s. In 1962, oil production in Kimball County totaled 7.6 million barrels which represented 31 percent of the total production in the state. Oil production has declined relatively evenly between 1963 and 1983 as summarized in the table that follows. In 1983, oil production in Kimball County totaled approximately 1.1 million barrels, 17 percent of total oil production in the state.

Casinghead and Dry Gas production has followed a trend similar to oil production. In 1983, 335,675 mcf of casinghead was produced in Kimball County, representing 19 percent of total state production. During the same year, 85,744 mcf of dry gas was produced in the county representing 26 percent of the total state production.

Oil and gas wells within Kimball County range generally between 4,200 feet and 7,600 feet and are developed throughout the county. Local experts estimate that between 60 and 90 percent of farms and ranches within the county earn some form of oil and gas revenues, either through leases, or direct production.

The Nebraska Oil and Gas Conservation Commission estimates that in 1983, the value of Kimball County oil production totaled 33,075,484.65 and the value of casinghead and dry gas production totaled 1,234,757.67

VALUE OF OIL AND GAS PRODUCTION 1983: KIMBALL COUNTY

| | <u>Quantity</u> | <u>Value</u> |
|------------|-------------------|-----------------------|
| Oil | 1,097,031 barrels | \$33,075,484.65 |
| Casinghead | 335,675 mcf} | 1,234,757.67 |
| Dry Gas | 85,744 mcf} | |
| | | <hr/> \$34,310,242.32 |

Source: Nebraska Oil and Gas Conservation Commission.

While oil and gas production is an approximate proxy for wealth, the number of drilling permits is a closer indicator of employment activity. The number of exploratory and development permits were as high in 1983 (62 exploratory permits, 40 development permits) as they were in the early 1960s in Kimball County. There is some current interest and development activity by two major oil companies (Exon and Sohio) who are drilling slightly deeper wells (8,000 feet) approximately 25 miles north of Kimball. Local experts anticipate that these major companies will find sufficient oil to complete development wells at this slightly deeper level. However, it is not anticipated that this anticipated find will generate significant additional drilling or production activity among the large number of small independent companies functioning in Nebraska.

OIL AND GAS PRODUCTION

| Year | KIMBALL COUNTY | | | - KIMBALL COUNTY/NEBRASKA - | | |
|------|-----------------------|----------------------------|-------------------------|-----------------------------|----------------------------|-------------------------|
| | <u>Oil</u> Barrels | <u>Casinghead</u> (mcf) | <u>Dry Gas</u> (mcf) | <u>Oil</u> Barrels | <u>Casinghead</u> (mcf) | <u>Dry Gas</u> (mcf) |
| 1962 | 7,610,298 | 2,084,283 | 41,089 | 30.6% | 36.0% | 0.5% |
| 1963 | 6,702,525 | 1,870,235 | 208,804 | 30.7% | 37.2% | 2.7% |
| 1964 | 6,313,615 | 1,989,577 | 189,303 | 33.0% | 41.3% | 4.2% |
| 1965 | 5,217,681 | 1,501,065 | 118,817 | 30.3% | 26.5% | 1.9% |
| 1966 | 3,945,736 | 890,649 | 482,653 | 28.5% | 20.3% | 7.2% |
| 1967 | 3,525,064 | 783,163 | 516,628 | 26.4% | 19.9% | 8.7% |
| 1968 | 3,271,322 | 887,468 | 536,142 | 24.8% | 24.9% | 9.6% |
| 1969 | 2,775,867 | 718,245 | 491,266 | 22.9% | 28.6% | 11.0% |
| 1970 | 2,413,350 | 658,070 | 363,496 | 21.1% | 29.0% | 9.3% |
| 1971 | 1,979,109 | 486,907 | 180,550 | 19.7% | 24.5% | 6.1% |
| 1972 | 1,688,472 | 412,742 | 167,816 | 19.4% | 21.5% | 6.2% |
| 1973 | 1,356,381 | 337,609 | 77,172 | 18.7% | 16.7% | 3.0% |
| 1974 | 1,257,717 | 322,909 | 44,492 | 19.0% | 13.3% | 2.1% |
| 1975 | 1,241,423 | 252,616 | 28,342 | 20.4% | 10.9% | 1.8% |
| 1976 | 1,220,195 | 258,235 | 243 | 19.7% | 10.9% | 0.0% |
| 1977 | 1,171,560 | 271,080 | 73,990 | 19.6% | 12.4% | 12.0% |
| 1978 | 1,070,488 | 330,743 | 86,230 | 18.3% | 15.6% | 11.3% |
| 1979 | 1,090,820 | 459,186 | 54,813 | 18.0% | 17.4% | 9.4% |
| 1980 | 1,215,874 | 409,238 | 99,565 | 19.5% | 21.0% | 17.9% |
| 1981 | 1,094,163 | 399,102 | 64,764 | 16.4% | 19.1% | 10.4% |
| 1982 | 1,055,881 | 348,755 | 90,500 | 15.4% | 19.3% | 19.0% |
| 1983 | 1,097,031 | 335,675 | 85,744 | 17.2% | 19.1% | 26.0% |

Source: "Nebraska Oil Activity Summary,"
Nebraska Oil and Gas Conservation Commission.

DRILLING PERMITS

| Year | - - - - KIMBALL COUNTY - - - - Drilling Permits | | - - KIMBALL COUNTY/NEBRASKA - - Drilling Permits | |
|------|--|--------------------|---|--------------------|
| | <u>Exploratory</u> | <u>Development</u> | <u>Exploratory</u> | <u>Development</u> |
| 1962 | 61 | 47 | 14.6% | 19.6% |
| 1963 | 45 | 48 | 15.3% | 21.6% |
| 1964 | 50 | 55 | 18.4% | 25.3% |
| 1965 | 45 | 49 | 17.2% | 29.7% |
| 1966 | 36 | 35 | 20.0% | 24.7% |
| 1967 | 30 | 35 | 20.3% | 30.4% |
| 1968 | 29 | 39 | 18.6% | 39.8% |
| 1969 | 31 | 32 | 12.9% | 29.4% |
| 1970 | 38 | 28 | 24.1% | 33.3% |
| 1971 | 21 | 13 | 14.0% | 13.5% |
| 1972 | 18 | 14 | 9.9% | 14.1% |
| 1973 | 19 | 12 | 17.3% | 16.9% |
| 1974 | 34 | 28 | 17.4% | 21.7% |
| 1975 | 40 | 43 | 18.9% | 26.9% |
| 1976 | 49 | 26 | 24.3% | 18.1% |
| 1977 | 42 | 43 | 15.7% | 18.1% |
| 1978 | 43 | 22 | 15.1% | 10.7% |
| 1979 | 37 | 41 | 11.6% | 16.1% |
| 1980 | 65 | 48 | 21.0% | 15.4% |
| 1981 | 56 | 64 | 15.8% | 17.1% |
| 1982 | 32 | 20 | 12.3% | 10.5% |
| 1983 | 62 | 40 | 28.7% | 21.6% |

Source: "Nebraska Oil Activity Summary,"
Nebraska Oil and Gas Conservation Commission.

WELLS COMPLETED

| Year | - - - - KIMBALL COUNTY - - - - | | | | - - KIMBALL COUNTY/NEBRASKA - - | | | |
|------|--------------------------------|----|------------------------------|----|---------------------------------|-------|------------------------------|-------|
| | Wells Completed | | | | Wells Completed | | | |
| | Wildcat (prod. D & A) | | Development (prod. D & A) | | Wildcat (prod. D & A) | | Development (prod. D & A) | |
| 1962 | N/A | | N/A | | N/A | | N/A | |
| 1963 | 5 | 35 | 18 | 25 | 23.8% | 13.8% | 14.2% | 29.4% |
| 1964 | 7 | 41 | 35 | 21 | 25.9% | 17.6% | 29.7% | 23.6% |
| 1965 | 0 | 45 | 23 | 30 | 0.0% | 18.6% | 29.1% | 34.5% |
| 1966 | 7 | 33 | 15 | 14 | 33.3% | 19.9% | 23.4% | 20.9% |
| 1967 | 4 | 22 | 10 | 20 | 33.3% | 17.2% | 25.0% | 35.7% |
| 1968 | 10 | 22 | 19 | 12 | 47.6% | 18.5% | 42.2% | 27.3% |
| 1969 | 3 | 30 | 11 | 21 | 30.0% | 12.8% | 27.5% | 30.9% |
| 1970 | 4 | 35 | 7 | 23 | 36.4% | 22.0% | 21.9% | 45.1% |
| 1971 | 1 | 19 | 1 | 7 | 10.0% | 15.2% | 2.4% | 17.5% |
| 1972 | 2 | 19 | 3 | 11 | 22.2% | 10.8% | 6.8% | 19.6% |
| 1973 | 2 | 14 | 2 | 14 | 28.6% | 14.9% | 6.5% | 29.8% |
| 1974 | 3 | 19 | 10 | 17 | 25.0% | 13.1% | 25.0% | 22.7% |
| 1975 | 4 | 36 | 11 | 31 | 15.4% | 20.6% | 20.0% | 31.0% |
| 1976 | 4 | 38 | 3 | 21 | 22.2% | 23.2% | 5.5% | 27.6% |
| 1977 | 2 | 13 | 14 | 30 | 6.3% | 7.3% | 14.9% | 25.6% |
| 1978 | 6 | 31 | 8 | 22 | 14.6% | 14.0% | 7.5% | 21.8% |
| 1979 | 6 | 32 | 6 | 37 | 10.5% | 14.2% | 5.4% | 40.7% |
| 1980 | 4 | 54 | 16 | 29 | 10.8% | 23.4% | 11.0% | 25.7% |
| 1981 | 9 | 50 | 25 | 37 | 10.1% | 22.0% | 11.8% | 29.8% |
| 1982 | 12 | 18 | 15 | 8 | 13.5% | 10.7% | 10.5% | 13.3% |
| 1983 | 20 | 40 | 16 | 18 | 34.5% | 27.4% | 13.9% | 24.0% |

Source: "Nebraska Oil Activity Summary,"
Nebraska Oil and Gas Conservation Commission.

MANUFACTURING AND WHOLESALE TRADE

Manufacturers and Assemblers

| | | Estimated Employees |
|---------------------------------------|--|---------------------|
| Weather Wise Manufacturing | Aluminum windows and frames | 7 |
| George Risk Industries, Inc. | Electronic switches and key boards | 67 |
| Accessory Sales, Inc. | Industrial and farm engine air cleaners | 34 |
| Curleys Machine Works | Oil field and farm equipment | 5 |
| Antelope Gas Products Reid Gilmore | Propane, butane and natural gas | 10-16 |
| E and K Threading | Thread pipe | 15-20 |
| PolyPipe Industries, Inc. | Thread polyethelyne pipe | 10 |
| Portable Building Manufacturers | Assemble treater houses for oil rigs | 10 |

Wholesale Trade

| Company | Estimated Employees |
|---|---------------------|
| Carole's Nut List mail order nut distributor | 2-14 |
| High Plains Cooperative stores and sells grain | 22 |
| Kimmer Banner Feed and Grain Cooperative stores and sells grain | 15 |

HOUSING ACTIVITY

Housing stock in Kimball County has remained relatively stable over the last ten years. Temporary construction and oil and gas service workers typically use mobile homes and hookups at one of several mobile home parks in the City.

The 1980 City housing stock was comprised of 900 single-family homes, 225 multi-family units, including townhouse, condominium and apartments, and 144 mobile homes.

1970 AND 1980 HOUSING STOCK CITY OF KIMBALL

| | 1970 | | 1980 | | Change 1970-1980 |
|---------------|-------|------|-------|------|---------------------|
| | # | % | # | % | |
| Single-family | 917 | 73% | 900 | 71% | -17 |
| Multi-family | 227 | 18% | 225 | 18% | -2 |
| Mobile Home | 113 | 9% | 144 | 11% | 31 |
| TOTAL | 1,257 | 100% | 1,269 | 100% | 12 |

Source: General Housing Characteristics: 1970 and 1980,
Nebraska, U.S. Bureau of the Census.

The average selling price of single-family homes was \$34,663 in 1983, approximately 26 percent below the statewide average of \$46,675. Sales prices are considerably below comparable homes in Cheyenne and the Front Range communities in Colorado.

AVERAGE SELLING PRICE
SINGLE-FAMILY HOUSE
KIMBALL COUNTY: 1979-1982

| <u>Year</u> | <u># Sales</u> | <u>Average Selling Price</u> |
|-------------|----------------|------------------------------|
| 1979 | 76 | \$19,992 |
| 1980 | 54 | \$27,581 |
| 1981 | 48 | \$19,893 |
| 1982 | 45 | \$25,846 |
| 1983 | 37 | \$34,663 |

Source: Nebraska Department of Economic
Development

Most multi-family units are rentals. This includes one 24-unit rent-assisted FmHA housing development for seniors, Park Terrace. There are no market-rate multi-family units for rent or for sale that are designed for retired individuals and couples.

MILITARY INFLUENCES

Currently there are three missile silos near Kimball. The Air Force stations approximately 60 military personnel at these three silos. Personnel reside at the silo site and only come into the City for convenience food.

Currently, there is only minimal economic impact due to the presence of these silos.

SPECIAL INTERESTS

This chapter provides background information regarding a number of special interests that emerged either in individual conversations with Kimball area residents or in the first community development workshop.

Issues referenced within this discussion include:

- Severance Tax
- Kimball County Hospital
- Kimball Airport
- Bank Lending Activity
- Peacekeeper Missile Impact

SEVERANCE TAX

Approximately \$1 million in severance tax revenues were collected in 1983 from Kimball County oil and gas producers. These revenues comprised an estimated 20 percent of statewide severance tax revenues. These funds are channeled to the State and are distributed among five state agencies. The majority of severance tax revenues are earmarked for a statewide school weatherization program.

SEVERANCE TAX: COLLECTION AND DISBURSEMENT

| | |
|----------------------|--|
| Method of Collection | 3% of value of oil and gas paid to and reported by each producer |
| | 2% on stripper wells (10 bbls/day or less) |

| | |
|--------------------------|--|
| Disbursement of Revenues | 1% of revenues to Severance Tax Administration |
| | \$500,000 to Nebraska Energy Resource Fund |
| | \$200,000 to State Energy office to administer section 66-1029 to 1055 |
| | \$100,000 to Gasahol Committee |
| | "Remainder" to School Weatherization |

| | |
|-----------------------------|---|
| 1983 Estimated Disbursement | \$ 48,035.00 Administration |
| | 500,000.00 Nebraska Energy Resource Fund |
| | 200,000.00 State Energy Office |
| | 100,000.00 Gasahol Committee |
| | <u>3,955,433.14</u> School Weatherization |
| | \$4,803,468.14 |

Sources: Nebraska Oil and Gas Committee (formula)
 Nebraska Department of Revenue (1983 revenue)
 Coley/Forrest, Inc. (calculations)

ESTIMATED 1983 SEVERANCE TAX PAYMENTS FROM KIMBALL COUNTY

| | <u>Production Value</u> | <u>Severance Tax</u> | |
|---------------------------|-----------------------------|---------------------------------------|--|
| | | <u>Assuming No Stripper Wells</u> | <u>Assuming 50% of Production from Stripperwells</u> |
| Oil | \$33,075,484.65 | \$ 992,264.54 | \$826,887.11 |
| Casinghead and Dry Gas | 1,234,757.67 | 37,042.73 | 37,042.73 |
| | <u>\$34,310,242.32</u> | <u>\$1,029,307.27</u> | <u>\$863,929.84</u> |

Sources: Nebraska Oil and Gas Committee (values)
 Coley/Forrest, Inc. (calculations)

KIMBALL COUNTY HOSPITAL

Kimball County manages a 30-bed hospital.

Occupancy averaged 45 percent in 1983; this was 3 percent below the 1982 average occupancy of 48 percent. For the first 6 months of 1984, the state estimates that occupancy has averaged 35 percent. Typical break-even occupancy requirements for smaller hospitals is 50 percent.

Over the last two fiscal years, the Kimball County Hospital has reported at deficits of \$28,000 in 1983 and \$53,000 in 1982.

These declining statistics reflect not only the slightly declining levels of population and employment in the Kimball County Hospital service area, but also the new cost reimbursement formulas which encourage patients to be discharged earlier.

Although voters turned down the opportunity to construct a new hospital in 1981, Kimball County did engage in a limited renovation program in 1983 to upgrade some services and facilities.

Trends experienced at Kimball County Hospital are typical of experiences elsewhere in the rural portions of the state.

Due to the relatively high elderly population who frequently demand immediate local care, and the absence of an adequate public transportation system, it is likely that the Kimball County Hospital will need to continue functioning in the local community, even though it may begin to function at a deficit, requiring tax payer's support.

The State Legislature will consider a hospital plan which involves "regional" and "satellite" hospitals. Under such a plan, the Scottsbluff Hospital would begin to service a larger region with outreach programs through its "satellite" hospitals throughout the panhandle. Although this regional hospital system may provide more cost effective care, local communities often resist merging with larger hospitals.

KIMBALL AIRPORT

The Kimball airport is owned by the City of Kimball and operated by a private contractor. The airport has one, paved, 3,700 foot lighted runway. Hangers are available for lease; fuel and aircraft maintenance are available through a private operator.

There are no landing fees; the airport is supported with City tax dollars and hanger rentals.

The airport is used primarily for commercial business. However, the short runway deters many aircraft from landing at Kimball. Many business air travelers conducting business in Kimball fly either to Sidney or to Scottsbluff and drive to Kimball rather than landing at the Kimball airport. Lending institutions and oil and gas companies are two types of businesses that have been particularly inconvenienced by the current inadequacy of the Kimball airport.

Although expanding the Kimball airport will not alone stimulate new, substantial economic development, improving the convenience of air service in the Kimball area will make conducting business in Kimball more convenient and may enhance existing levels of business activity.

At the Kimball airport, there is one charter service, three Kimball-based twin engine commercial aircraft, and one Kimball-based pleasure craft.

The Kimball Airport Board initiated plans to expand its airport runway to approximately 6,000 square feet. The Federal Aviation Administration is expected to finance 90 percent of these capital costs, if the local community will finance 10 percent of the capital costs. The local contribution might total approximately \$145,000.

BANK LENDING ACTIVITY

In many rural communities, local lending institutions have a large volume of loans tied in agricultural loans. Since this sector is economically stagnant or depressed, these banks cannot turn their loan portfolio over as often and make loans available to the local community.

In Kimball, local banks have between 40 and 47 percent of their December, 1983 loan portfolio committed to agricultural loans, and 53 to 60 percent committed to commercial, industrial, real estate or personal (consumer) loans of various types. Probably a proportion of commercial loans are to agriculture-related businesses such as implement dealers, grain crops, and supply stores.

1983 FARM AND NON-FARM LOANS KIMBALL BANKS

| | <u>American National Bank</u> | <u>First State Bank</u> | <u>Kimball County Bank</u> |
|-----------------|---------------------------------------|---------------------------------|------------------------------------|
| Farm Loans: | | | |
| Real Estate | 0.3% | 1.3% | 0.4% |
| Other | 40.9% | 39.0% | 47.0% |
| Subtotal | <u>41.2%</u> | <u>40.3%</u> | <u>47.4%</u> |
| Non-Farm Loans: | | | |
| Real Estate | 8.0% | 6.8% | 6.5% |
| Commercial | 37.0% | 41.2% | 34.0% |
| Other | 13.8% | 11.7% | 12.1% |
| Subtotal | <u>58.8%</u> | <u>59.7%</u> | <u>52.6%</u> |
| TOTAL | 100.0% | 100.0% | 100.0% |

Source: Federal Deposit Insurance Corporation
Omaha, Nebraska.

PEACEKEEPER MISSILE IMPACT

"The President has directed that the Air Force deploy the Peacekeeper missile system at a location near F.E. Warren Air Force Base (hereafter F.E. Warren AFB), close to Cheyenne, Wyoming. The Peacekeeper system (formerly known as the M-X system), is an advanced, land-based intercontinental ballistic missile. The plan calls for the replacement of 100 existing Minuteman III missiles with 100 Peacekeeper missiles. Existing missile silos will be used, and there will be very little structural modification needed. Missile replacement will occur within the two squadrons (of 50 missiles each) located nearest F.E. Warren AFB, the 319th and 400th Strategic Missile Squadrons. Peacekeeper deployment will occur between 1984 and 1989.

An environmental impact statement (EIS) was prepared for the Proposed Action as outlined above. Information contained in the EIS is based upon environmental information and analysis developed and reported in a series of 13 final environmental planning technical reports (EPTRs)."

This section summarizes major anticipated impacts on Kimball County.

Housing

The project is expected to generate demand for 91 housing units; most will be accommodated in existing housing and mobile home parks. A net demand of 9 additional permanent homes is expected.

PEACEKEEPER MISSILE: HOUSING DEMAND CITY OF KIMBALL: 1989

| | <u>Project Demand</u> | <u>Net Demand</u> |
|-----------------|-----------------------|-------------------|
| Single-Family | 30 | 0 |
| Multi Family | 31 | 0 |
| Mobile Home | <u>18</u> | <u>9</u> |
| Total Permanent | 79 | 9 |
| Temporary | 12 | 0 |

Source: Peacekeeper Missile Final Environmental
Planning Technical Report Socio-Economics,
URS-Berger, January, 1984, p. 3-123.

*Peacekeeper Missile Final Environmental Impact Statement,
Department of the Air Force, Preface.

Employment

Employment impacts are expected to occur in Kimball County in 1988 and 1989 as follows.

PEACEKEEPER MISSILE: EMPLOYMENT DEMAND KIMBALL COUNTY

| <u>Year</u> | <u>Total</u> |
|-------------|--------------|
| 1988 | 75 |
| 1989 | 300 |

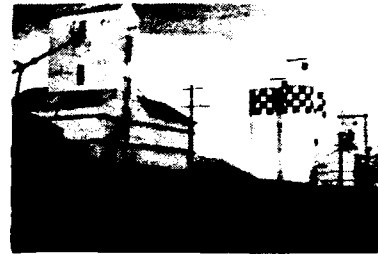
Source: Peacekeeper Missile Final Environmental
Planning Technical Report Socio-Economics,
URS-Berger, January, 1984, p. 3-95.

Public Finance

Some short-term fiscal deficits are expected in 1988, caused by services required by a large but temporary increase in population. Long-term fiscal impacts are "low and not significant."

Impacts to the Combined Utilities Fund and the School District are expected to be "beneficial and not significant."

LAND USE



LAND USE

EXISTING LAND USE

The physical development pattern of Kimball is largely a result of the original grid pattern of streets and lots layed out by the Union Pacific Railroad in the late 1800's. Early development occurred on either side of the railroad tracks, but growth generally occurred to the south of the tracks where natural features were the least constraining.

Kimball may be described as a very compact community with its various functional areas or districts (Residential, Commercial and Industrial) generally well defined. Over half (55%) of Kimball's total area is developed for residential purposes, most of which (86%) are single family detached units. The older residential areas are in the central portion of the city south and east of the Central Business District, and north of the railroad tracks. Newer residential development has occurred to the west, southwest and east of the City Park.

During the construction of the Minuteman facilities in the 1950's, a mobile home park was developed east of town. This park was designed to accommodate more units than were ultimately needed and, as a result, has a significant number of sites undeveloped.

The Central Business District is located along Chestnut Street between the railroad tracks and Third Street, and along Third Street for one to two blocks east and west of Chestnut. The CBD is well-defined and well

developed, but some vacancies exist due to recent business closures. In addition to the CBD, highway oriented and other retail businesses are located along Highways 71 and 30, with the newest and most significant commercial development occurring near the Interstate 80-Highway 71 interchange.

The area between the railroad and Third Street on either side of the CBD is a transitional area of older residential uses mixed with commercial and industrial uses. It is expected that this area will become largely commercial and provide additional area for any downtown expansion.

Industrial development has occurred along the railroad tracks in the northern part of the city. Agricultural and oil-related industries as well as warehousing have located in this area where good rail and highway access is available. Forward Kimball Inc., a promoter of industrial development, has developed a 22 acre industrial park in northeast Kimball. Public and semi-public uses in Kimball include a high school, a junior high school; two elementary schools; a parochial school; several parks; a major recreation area containing a golf course, baseball, tennis, archery and trap shooting; a hospital and the county fairgrounds. For seasonal tourist travel, Kimball has a KOA campground which provides temporary hookups for recreational vehicles.

Almost 200 acres, or over 17% of the total land, within the city is currently vacant or undeveloped, primarily in the eastern portion of the city.

EXISTING LAND USES

| <u>Land Use</u> | <u>Acres</u> | <u>% of Total</u> |
|-----------------------|--------------|-------------------|
| Residential | 334.7 | 29.6 |
| Single Family | 288.5 | 25.5 |
| Multi-Family | 28.7 | 2.5 |
| Mobile Home | 17.5 | 1.5 |
| Commercial | 136.8 | 12.1 |
| Industrial | 62.8 | 5.6 |
| Public/Semi-Public | 86.4 | 7.7 |
| Vacant | 195.8 | 17.3 |
| Rail/Streets/Highways | 292.4 | 25.9 |
| TOTAL | 1,129.9 | 100.0 |

Unincorporated Kimball County contains seven platted subdivisions; all but one are immediately outside the city limits. These areas contain 121 lots, with a 40-percent average occupancy rate.

LAND USE OBJECTIVES

The objectives of future growth patterns for each of various land use components in Kimball are:

1. To provide the housing needs for all segments of Kimball's population, including the elderly.
2. To encourage stable commercial growth to: a) meet the daily service and retail needs of the residents, b) re-establish Kimball's role as a regional trade center, and c) attract and meet the needs of the traveling public (tourism).

3. To provide an environment which allows for the growth of existing industry and attract new industry in keeping with the character of Kimball.
4. Maintain the institutions and public facilities in Kimball to the enhancement of its "quality of life."

FUTURE GROWTH

The newest residential development in Kimball has occurred in the southwestern and southeastern fringes of the city. New single family, low density housing is appropriate in these areas. The vacant lots and other land closer to the Central Business District should be redeveloped for multi-family housing. Such "re-development" of existing platted lots minimizes the demand for the extension of public services, and provides convenient access to the center of the city (particularly for the elderly with limited transportation opportunities). Sufficient land has been dedicated to mobile homes and additional land should not be required.

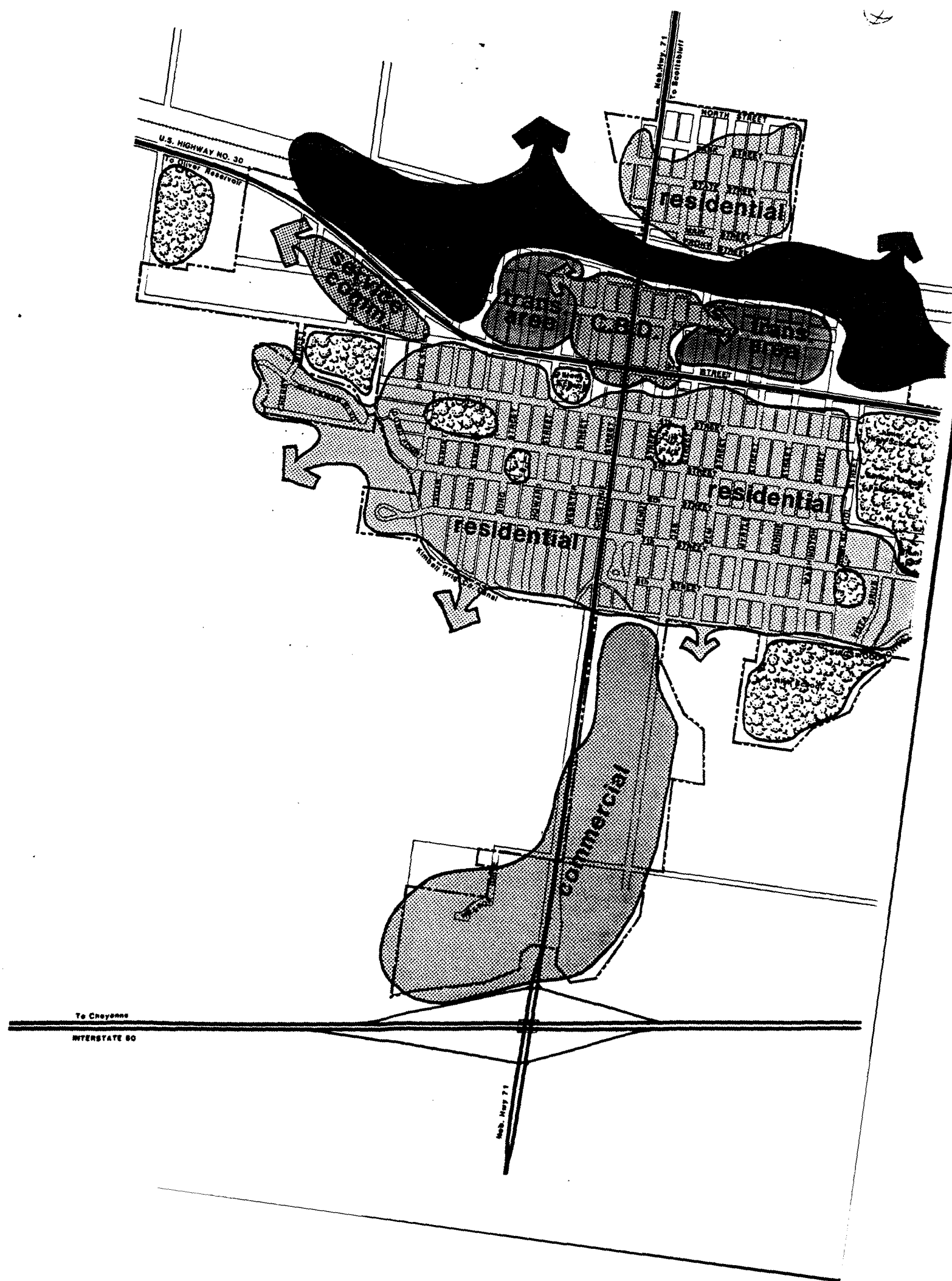
Commercial growth should be encouraged in the central business district by: a) in-filling vacant stores or land, and b) judicious expansion into the "transitional" areas to the east and west of downtown. Selective redevelopment of the downtown fringe should recognize historic preservation efforts and the re-use of significant structures.

Highway commercial services should focus on the Highway 71 corridor between the CBD and the I-80 interchange. Sufficient land on either side of Chestnut Street is available to meet future needs.

Industrial expansion should occur in the vicinity of the railroad and the existing industrial activity. If necessary, the land north of the tracks is appropriate for industrial rather than residential or commercial uses.

Based on population projections for Kimball, vacant land demand by use category from 1984 through 1992 was forecast to be: 7 acres for single-family residential, 1 acre for multi-family residential, 1 acre for mobile homes, and 5 acres for non-residential uses.

Kimball's public and quasi-public facilities appear to be adequate for the foreseeable future. However, should significant expansion of single family residential development occur, additional neighborhood parks and playgrounds should be developed.

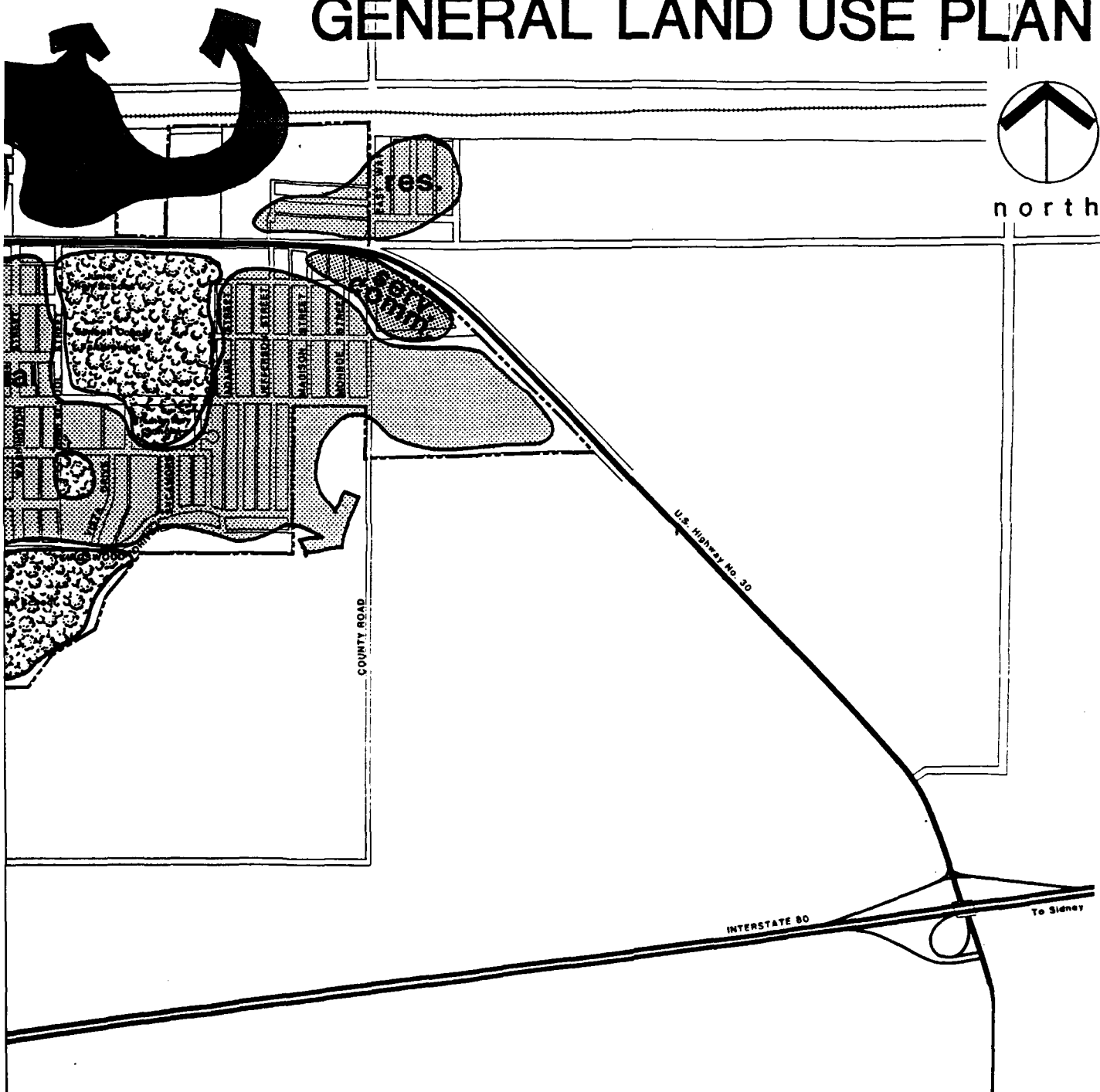


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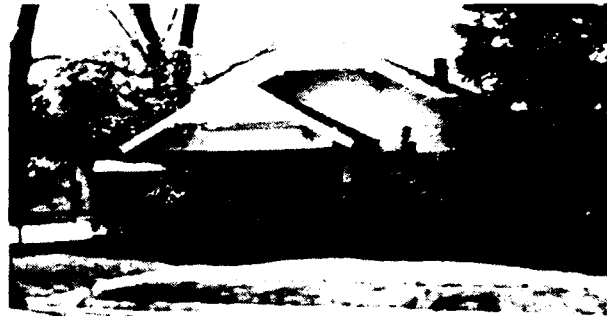
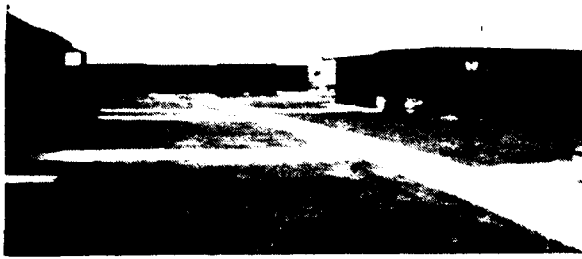
KIMBALL, Nebraska

economic and community
development plan

GENERAL LAND USE PLAN



HOUSING



HOUSING

EXISTING CONDITIONS

Housing Stock

Housing stock in Kimball County has remained relatively stable over the last ten years. There has been an increase of 12 units which represented only a 1-percent change for that 10-year period. By comparison, housing stock for all Kimball County decreased by 31 units or a negative 2 percent.

The growth in housing stock since the 1980 Census has also been small according to data distributed by the Nebraska Department of Economic Development. The total county housing starts for 1980 through 1982 were as follows: 1980-one, 1981-four, and 1982-three. For the City of Kimball, the state agency indicated housing starts of one in 1980, three in 1981, and three in 1982. These housing starts were classified as single family for both the city and county.

The 1980 City housing stock was comprised of 900 single-family homes, 225 mutli-family units, including townhouse, condominium and apartments, and 144 mobile homes.

Single-family units make up the largest housing category with 71% of total housing. There has not been a dramatic shift in the mix, but mobile home units showed the only positive change experienced between 1970 and 1980 with a 31% increase.

1970 AND 1980 HOUSING STOCK
CITY OF KIMBALL

| | 1970 | | 1980 | | Change |
|---------------|-------|------|-------|------|-----------|
| | # | % | # | % | 1970-1980 |
| Single-family | 917 | 73% | 900 | 71% | -17 |
| Multi-family | 227 | 18% | 225 | 18% | - 2 |
| Mobile Home | 113 | 9% | 144 | 11% | 31 |
| TOTAL | 1,257 | 100% | 1,269 | 100% | 12 |

Source: General Housing Characteristics: 1970 and 1980, Nebraska, U.S. Bureau of the Census.

Housing Conditions

Housing conditions are expressed in terms of plumbing facilities and persons per room for the City of Kimball. Only 14 units in the city in 1980 lacked complete plumbing for exclusive use. As a percentage of year-round housing units, the city fell below 2 percent for this housing condition characteristic. A comparison of the 1970 and 1980 Census indicates that 41 units in the city had been either improved and/or removed from the housing stock during this period. Another indicator of housing conditions is the number of persons living in crowded units. The Census defines a crowded housing unit as one with over 1.01 persons per room.

In 1970, over 90 percent of the units in Kimball were considered uncrowded. By 1980, less than 2 percent of the occupied housing units exceeded the 1.01 or less persons per room category.

Housing Occupancy and Vacancy

In 1980, the highest vacancy rate of type of unit was multi-family at 16 percent. Although the largest number of vacant units were found to be single-family, the rate was only 6 percent. Mobile homes, where were the only housing type to show growth from 1970 to 1980. Note: The vacancy rate indicated is for mobile home units only. Pads are not considered in the mobile home unit supply. The total vacancy rate for the city in 1980 was 8 percent. The city experienced an identical total vacancy rate in 1970 according to the Census.

HOUSING OCCUPANCY AND VACANCY
CITY OF KIMBALL, NEBRASKA
1980

| Housing Type | Housing Units | Occupied | Vacant | Vacancy Rate |
|---------------|---------------|----------|--------|--------------|
| Single-Family | 900 | 846 | 54 | 6% |
| Multi-Family | 225 | 188 | 37 | 16% |
| Mobile Homes | 144 | 135 | 9 | 6% |
| TOTAL | 1,269 | 1,169 | 100 | 8% |

Source: U.S. Bureau of the Census, Nebraska General Housing Characteristics, 1980.

Owner-occupied units totaled 824 and renter-occupied totaled 345 for the city in 1980. With 20 units listed as "for sale only," and 41 units as "for rent," the city experienced a homeowner vacancy rate of 2 percent and a rental vacancy rate of 11 percent in 1980. By comparison, the 1970 homeowner vacancy rate was also 2 percent while the rental vacancy rate was 14 percent.

Housing Values, Prices and Rents

The median value of owner-occupied housing for the city was \$12,200 in 1970 and increased to \$31,800 by 1980. The median monthly contract rent for the city increased from \$74 in 1970 to \$118 in 1980 for renter-occupied housing units. Of the 345 renter-occupied units in 1980, the largest number, 119, fell into the \$100 to \$149 monthly rental price range.

The Nebraska Department of Economic Development provides average selling price data by county for single-family residential units. The average selling price for Kimball County for 1983 was \$34,663, approximately 26 percent below the statewide average of \$46,675. Sales prices are considerably below comparable homes in Cheyenne and the Front Range communities in Colorado. The number of sales of single-family homes in 1983 was 37, down from 76 in 1979.

AVERAGE SELLING PRICE SINGLE-FAMILY HOUSE KIMBALL COUNTY: 1979-1982

| <u>Year</u> | <u># Sales</u> | <u>Average Selling Price</u> |
|-------------|----------------|------------------------------|
| 1979 | 76 | \$ 19,992 |
| 1980 | 54 | \$ 27,581 |
| 1981 | 48 | \$ 19,893 |
| 1982 | 45 | \$ 25,846 |
| 1983 | 37 | \$ 34,663 |

Source: Nebraska Department of Economic Development

Mobile Home Parks

Two mobile home parks were identified by a 1983 survey to exist in the City of Kimball. These parks contained 162 spaces of which 40 spaces were vacant. Both parks contributed to the 24.6 percent vacancy rate.

Of the 162 total spaces in the city, only 6 have mobile home units available on a rental basis, while 156 spaces were available for owner-occupied units. Monthly space/pad rental rates for the owner-occupied residences ranged from \$60 to \$80, with a weighted average of \$67. The weighted average is based on the number of spaces. No space deposit fee was required. The monthly rental rate for a single-wide mobile home unit was \$180.

No expansion plans exist at the present time for either park.

Hotels and Motels

Eight hotel and motel operations were identified by a 1983 survey to exist

in the City of Kimball. Three were franchise operations accounting for 75 rooms (33% of total) and 179 beds (49% of total). The 5 non-franchise hotels contained 151 rooms (67% of total) and 190 beds (51% of total).

Both franchise and non-franchise operations offered few amenities.

Four non-franchised hotels offered cooking facilities in 16 units. No franchised operations offered this amenity.

No weekly or monthly rates were offered by any of the hotels surveyed.

Occupancy rates for non-franchised hotels ranged, during the summer, from 50 percent to 100 percent with a weighted average of 80 percent. Franchised operations had a narrower occupancy range, from 72 percent to 93 percent with a weight average of 81 percent. Weighted averages are based on the number of rooms.

Winter rates were significantly lower for both types of operations with non-franchised ranging from 10 to 50 percent with a weighted average of 20 percent, and franchised ranging from 40 to 72 percent with a weighted average of 57 percent.

Apartments

No apartment complexes containing ten units or more were identified to exist in Kimball.

Senior Citizen Housing

Kimball has one 24-unit rent-assisted FmHA housing development for seniors, Park Terrace, which is managed by the Kimball Housing Authority. There are no market-rate multi-family units for rent or for sale that are designed for retired individuals and couples.

Campgrounds

Two campgrounds were identified by a 1983 survey to existing in the City of Kimball. These campgrounds contained 71 spaces of which 63 spaces were vacant resulting in an 89 percent vacancy rate. Both parks contained vacant spaces.

Rental costs ranged on a daily basis from \$7.50 to \$8.00, and cost on a weekly basis \$48. No monthly rate or deposit fees exist for the campgrounds.

All of the campgrounds surveyed can accommodate campers with 59 percent of the total spaces able to handle trailer units and motor homes. No campground was able to handle mobile home units. At the present time, no expansion plans exist for either campground.

Housing Finance

Kimball contains two independent commercial banks, and one savings and loan association. One of the three institutions has been decreasing its activity

in real estate. There are no other real estate lending entities within the community.

Housing finance is available to Kimball residents from the larger community of Sidney, located 40 miles to the east. One of the institutions in Kimball is a branch of a Sidney main office.

In 1980, 14 Nebraska Mortgage Fund loans were made, in the amount of \$393,000. Since that time, however, only one such transaction has occurred.

The primary geographic area of activity of the above loans is Kimball County, although there has been a small number of transactions in Pawnee County, Nebraska, and eastern Laramie County, Wyoming.

Interest rates have varied within the past few years on first mortgages from 10.0 percent on FHA to 16.5 percent conventional, with terms not exceeding 25 years and some short-term loans for periods as little as 6 months. Second mortgages are in the 14.0 to 15.0 percent range. Variable rate mortgages, with 3 to 5-year balloons and 20 to 25-year terms, are starting to be used. Construction loan activity has been limited in the past 12 months.

There has been only limited use of the secondary mortgage market.

One local builder has been the most active in residential construction, placing from two to ten units on the market in recent years. Four other local contractors have built houses on a more irregular basis. Two pre-fabricated home builders also do business in Kimball. In past growth periods, the building industry has kept pace with residential needs, without a significant influx of large volume builders from outside the area.

Kimball's housing finance resources have been adequate for moderate growth in the recent past, particularly during the "mini-boom" in the 1970's associated with oil exploration. A major influx of outside capital has not been necessary.

HOUSING OBJECTIVES

The objectives of the community concerning its housing resources are:

- o To insure that Kimball's residential areas are well maintained and remain desirable places to live as well as attractive to new business and industry that may be considering locating in Kimball.
- o To insure that new development is compatible with the character of existing residential neighborhoods.
- o To provide for the specialized housing needs of Kimball's growing senior citizen population.
- o To offer quality, affordable housing to meet the needs of Kimball's youth and other immigrating workers.
- o To encourage a variety of housing types in order to offer a choice of location and style in either rental or ownership units.

- o To encourage the housing rehabilitation process and elimination of sub-standard housing conditions through city code and zoning enforcement, and other methods.
- o To continue to support the use of mobile homes to house Kimball's fluctuating population of temporary construction, oil and gas, and other transient workers, while protecting the integrity of residential neighborhoods and insuring that mobile home parks are well maintained and developed as attractive assets, compatible to the community.
- o To cooperate with Federal, State, and County governments to meet the housing needs of lower income families.

COMMUNITY SERVICES AND FACILITIES



COMMUNITY SERVICES AND FACILITIES

Services and Facilities

Services and facilities generally are considered adequate for the existing population. Due to growth and decline cycles the county and city have had to respond to fluctuating demands.

Law enforcement, criminal justice system, fire protection, general government, and library services and facilities are presently adequate and levels of service are not projected to be significantly affected in the immediate future in light of projected gradual population decreases for Kimball County.

Kimball's education facilities are considered an asset to the community as is the Kimball County Hospital. Kimball Manor Nursing Home is the only extended care facility available in the county. The shift to a more elderly population may require more facilities to meet their needs.

The community has adequate parks and recreation facilities for its existing population, but is experiencing difficulty maintaining them. There presently are few indoor recreation opportunities in Kimball, an economic disadvantage.

With the exception of a social services office, a nursing home, and a senior center there are few human services facilities located in Kimball. Kimball County is dependent on Scottsbluff County for many human services.

Residents have indicated general satisfaction with the services provided as well as concern that a declining population will eventually result in deteriorating systems due to a declining funding capability.

EDUCATION

Schools

The City of Kimball is served by two of the County's four school districts, Kimball County High School and Kimball Public Schools. Kimball Public Schools is classified by the state as a class 1 district since it maintains only elementary grades under the direction of a single school board. Since the Kimball County High School District maintains only a high school, it is a class 6 district. Kimball's schools are considered one of the community's competitive advantages.

Kimball County Schools have been experiencing a downward trend in enrollment over the last 10 years. The number of students has dropped 23%, from 989 in 1977 to 765 in 1984. Although the State of Nebraska has projected a reversal in this trend it has not yet materialized. The declining enrollment trend is explained by a declining birthrate and the outmigration of population.

There currently are about 75 full-time equivalent teachers. The pupil-to-teacher ratio is about 13 to 1.

KIMBALL PUBLIC SCHOOLS AND KIMBALL COUNTY HIGH SCHOOL TOTAL FALL ENROLLMENTS 1975-1984

| | 1975 | 1976 | 1977 | 1978 | 1979 | 1980 | 1981 | 1982 | 1983 | 1984 |
|-------------------|-------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <u>Enrollment</u> | <u>1008</u> | <u>971</u> | <u>989</u> | <u>909</u> | <u>880</u> | <u>864</u> | <u>842</u> | <u>829</u> | <u>800</u> | <u>765</u> |

Source: Nebraska State Department of Education Records, Reports from County Superintendent of Schools, 1973-74 through 1982-83.

In addition to the regular curriculum, Kimball schools offer special programs for both handicapped and gifted students.

Four public schools are located in the city: Mary Lynch and Kimball Elementary, Kimball Middle School, and Kimball County High School. The condition of these facilities ranges from fair to excellent. The buildings have been well maintained. There are approximately 99,000 square feet of assignable classroom space in Kimball County which includes about 100 classrooms. There are 117 buses and four vans. School facilities currently have significant excess capacity (several classrooms are being used for storage) and could handle an additional 1,800 students.

Post-Secondary Education

There are no post-secondary educational institutions in Kimball County. Residents can take correspondence courses through the Division of Continuing

Studies at the University of Nebraska. Chadron State College in Chadron, Nebraska is the closest State College (approximately 150 miles from Kimball). Nebraska Western College in Scottsbluff is the closest junior college (approximately 50 miles from Kimball). An adult education program is offered in Kimball in cooperation with the Kimball County High School.

LAW ENFORCEMENT

Kimball County Sheriff

The Kimball County Sheriff's Department is located in the County Courthouse in Kimball. The Department has three sworn officers, the Sheriff and two deputies. In addition, the Department has four reserve deputies. Civilian support staff consist of one part-time and four full-time dispatchers/jailers.

The Department has two marked patrol cars which are replaced about every three years, or 70,000 miles. Department offices are located in the County Courthouse and consist of 1,120 square feet of space. The jail has 724 square feet and has an average daily population of three. This includes prisoners brought in by the City Police Department, as the Sheriff's Department houses city prisoners as well.

Kimball Police Department

The Kimball Police Department is located in the Kimball City Hall. The Department has six sworn personnel of whom five are on regular patrol duties. Civilian personnel include one animal control officer and a secretary/dispatcher.

The Department has two marked patrol cars, one unmarked unit, and an animal control unit. The City Hall which houses police facilities was built in 1924 but has been remodeled three times since then. The entrance to the Police Department is from an alley. There is no room to expand on site.

Staff and facilities are adequate to meet current and forecast law enforcement needs based on projected populations. However, there is no room for on-site expansion of law enforcement facilities should such expansion be necessary.

CRIMINAL JUSTICE SYSTEM

Kimball County Court

Within all rural counties in Nebraska, the criminal caseload has been divided between a county court and a county district court. Outside of Omaha and Lincoln, there are no municipal courts; violations of municipal ordinances are now originally processed in the county courts. Kimball County lies within the Nineteenth Judicial District and its courts are located in the City of Kimball, the county seat.

The Kimball County Court has jurisdiction over misdemeanors, city and village ordinance violations, juvenile matters, and felony preliminary hearings.

Kimball County Court caseload has shown a downward trend over recent years. Notably, more than 97% of all cases are disposed of before trial.

SUMMARY OF CASELOAD STATISTICS FOR KIMBALL COUNTY COURT
1980-1983

| | <u>1980</u> | <u>1981</u> | <u>1982</u> | <u>1983</u> <u>(6 mo.)</u> |
|----------------------|-------------|-------------|-------------|-------------------------------|
| Total Cases Filed | 1,030 | 1,048 | 902 | 485 |
| Total Cases Disposed | 1,154 | 1,008 | 975 | 466 |
| Total Court Trials | 15 | 26 | 21 | 17 |
| Total Jury Trials | 0 | 0 | 0 | 0 |

Felony Cases Filed 66 (1.9% of total cases filed)

Percent of cases disposed of prior to trial - 97.4%

Source: Clerk of the Kimball County Court.

The County Court is staffed by a court clerk, a deputy clerk, and two clericals (one full-time and one part-time).

The Kimball County Attorney handles criminal matters in the County Court as well as the County District Court. The Court Attorney's staff includes the County Attorney, one deputy county attorney, and one full-time clerical employee. There is no public defender for Kimball County.

Facilities for the County Court are housed in a three-story County Courthouse building.

The present staff and facilities of the County Court are sufficient for the present caseload. File storage has reached the point where a new, more efficient system must be implemented.

Furthermore, though there are currently no computers in use, storage of Uniform Commercial Code cases in a statewide computer network has been ordered for 1985 by the State Legislature.

Kimball County District Court

Jurisdiction of the County District Court covers all felony cases, and appeals from county and municipal courts.

The trend in the criminal caseload for the Kimball County District Court has also been a gradually decreasing one.

The personnel in the County District Court consist of one district court judge, a full-time clerk, a full-time deputy clerk, and a part-time court reporter. In addition to his Kimball County duties, the judge also handles the District Court docket in Banner County. The Clerk of the District Court also serves as County Clerk.

Facilities for the County District Court are housed in the County Courthouse.

The present staff and facilities of the County District Court are adequate for the present caseload. File storage has reached the point where a new, more efficient system must be implemented to fully utilize available space.

In light of the decline in the criminal caseload in the Kimball County courts during the past few years, as well as the projection of population decreases for each year through 1992, it is anticipated that those years will see a stable or declining pattern in the criminal docket. There are, however, two qualifiers that need to be addressed. First, crime in Kimball County is heavily attributable to its youth. Population projections show a decreasing proportion of young people in this county over the next 12 years. If the opposite occurs, the crime rate may show a corresponding increase. Second, the once prosperous energy business in the region has fallen off in recent years. However, if there is rejuvenation of the energy industry, the low criminal caseloads of the past few years may give way to some increases. The system could certainly manage a caseload somewhat larger than its level in recent years and a slight increase in the crime rate, if one materializes at all, would be easily absorbed by current excess capacity.

FIRE PROTECTION

The Kimball Fire Department and the Kimball Rural Fire District share volunteers and the fire station, though firefighting vehicles are owned separately. There are 39 volunteer firefighters including a chief and assistant chief.

The fire station is located in Kimball. Built in the 1950's, it has recently been reroofed and is in good condition.

Firefighting vehicles include five pumpers, a "quick-attack" unit, one tanker, and one ambulance/rescue vehicle. The ambulance is used primarily to back up private ambulance service operating under contract to the County. Of the firefighting vehicles, the City owns three, the Rural Fire District owns four, and one unit is jointly owned. Six of these vehicles are over 15-years old and two are reported to be in poor condition.

The Kimball Fire Department serves the City of Kimball. The Kimball Rural Fire District includes an area running north and south through the county about 15 miles wide, centering on the City of Kimball. Kimball has a fire insurance rating of six while the rural area is rated eight.

Kimball's population is not projected to require any changes in volunteers, firefighting vehicles, or fire station space needs for the Kimball Rural Fire District or the Kimball Fire Department.

HUMAN SERVICES

With the exception of a social services office, a nursing home, and a senior center, there are few human services facilities located in Kimball. A representative of the Sidney Community Action Agency visits Kimball regularly (using the local Head Start offices), as does a speech therapist from the Panhandle Mental Health Center in Scottsbluff, and a caseworker from the Sidney Mental Health Center satellite facility.

The following human services are available to Kimball County residents:

- Department of Social Services
Income maintenance and social service programs.
- Community Action Agency
Nutrition, immunization, weatherizing, and training services.
- Kimball County Manor
Nursing and housing services for the elderly.
- Concerned Parents Group
Sponsorship of youth alternative activities.

Human services, other than those listed above, are available to residents of Kimball County through regional facilities located in Scottsbluff, Gering, and Sidney. Services are occasionally available in Kimball itself from staff who travel to Kimball (e.g., Panhandle Mental Health, Community Action).

Department of Social Services

Until recently, the Department of Social Services has been a County department. It is now a branch of the Nebraska State Department of Social Services. This change has come about through the block granting process.

The Kimball County office administers income maintenance programs (e.g., AFDC, food stamps, LIEAP), including acceptance of applications, certification of eligibility, and issuance of benefits. It also administers social service programs including day care, transportation, homemaker services, child abuse/neglect casework, and medical services for the aged, blind, and disabled. The agency administers federal commodity distribution programs (e.g., cheese, other foodstuffs). Under a general assistance program, indigents are provided food and shelter on an emergency basis.

The Department Administrator sees no unmet needs in Kimball County.

Because of the present shift (County to State) in the jurisdiction of the Social Service offices, the Administrator presently has no annual budget.

The staff consists of the Department Administrator, two income maintenance technicians, and one social service worker. The facility occupies about 500 sq ft in a small office building owned by the County.

The caseload at any given time is approximately 250 cases. Most cases are low income; the households are mostly white. Indigents, generally transients, vary in number from month to month. Those with families range from two to 10 in any given month.

The Kimball County Department of Social Services Administrator indicates that the Department is handling all social service and income maintenance problems adequately. Existing programs should be maintained; no new programs are planned.

The current client-to-population ratio is 1:14. This ratio is projected to remain constant. If caseloads continue to increase, with no provision for additional staff, the client-to-population ratio would increase. Kimball County has regularly experienced an influx of transients in the area, due to the proximity of the highway, oil development, and the past missile projects. This influx is likely to continue in the future. Caseload increases generally involve young people, singles, and young marrieds more frequently than elderly people.

The staff-to-client ratio is currently 1:85. There is immediate need for a part-time clerical staff person. If caseloads continue at current levels or increase, there will be a need for an additional professional staff member. The Administrator would like to achieve an overall staff-to-case ratio of 1:68. If the County Department of Social Services can not handle a particular problem, it channels all requests for assistance to the appropriate regional agency.

The current facility is adequate to serve the population of the county in the future.

Areas of concern include Supplemental Security Income clients, mental retardation, and alcohol and drug abuse. The Department of Social Services deals directly with only Supplemental Security Income.

Community Action Agency

Community Action services in Kimball are provided through the Community Action Agency in Gering. An outreach worker is available in Kimball on Mondays, Wednesdays, and Fridays. Services provided include WIC (services for expectant mothers and nutritional services for children under age five); distribution of government-supplied commodities (such as cheese) and food vouchers; a free immunization clinic for children of school age; a home weatherization program; and acceptance of applications for the CETA program. The principal unmet needs cited are food, shelter, and transportation assistance to transients. A local church provides some assistance to transients staying in Kimball, but more resources are needed.

The Kimball County Community Action Agency staff consists of one outreach worker. Staff size has been reduced in recent years. The current staff member also works in Sidney two days of each week. Office space is shared with the local Head Start program.

The client population consists principally of low-income households. Local population characteristics result in few minority clients. Migrant workers are served, but the clientele consists mostly of local families and individuals.

In Kimball County all programs currently provided (Women and Infant Children, Head Start, Weatherization, and Immunization) are likely to be maintained at the current level.

In addition to the existing programs, a food pantry program which provides emergency food assistance to needy families should be instituted in Kimball.

The client-to-population ratio for Community Action services is 1:69. If the suggested standard of one social worker to 80 families is applied, the current caseload in Kimball County is below this standard.

The existing facilities are more than adequate to cover future caseloads in the county; they are in good repair and contain adequate space for staff and program needs.

No current needs, other than the food pantry program, are foreseen for the future.

Panhandle Mental Health Center

The Panhandle Mental Health Center in Scottsbluff provides therapy, consultation, referral, and related services to residents of the Nebraska Panhandle including Kimball County. Approximately 8% of the center's total clientele are residents of Kimball County.

The therapy, consultation, and referral services provided by the Panhandle Mental Health Center in Kimball County will continue at the current service level.

No new programs are planned for the near future, although the therapist feels there are two programs which would be beneficial. These programs represent unmet needs in the community: a parenting program for young parents, since most of the mental health cases are family-oriented, and a drug/alcohol counseling program.

The current regionwide client-to-population ratio is 1:2,857. No change in this ratio is anticipated.

There are no anticipated changes in numbers of clients or type of clients served unless new programs are instituted.

In 1983 there were a total of 62 cases in Kimball County. Caseloads and client visits fluctuate throughout the year. The caseloads are small because the mental health worker only visits once a week. Others in need of service may travel for assistance to such areas as Scottsbluff.

There are no plans for increased staffing for the future. No staffing standard is applied in Kimball County. The intent of the agency is to maintain the current staff-to-client ratio despite decreases in federal fundings.

The Catholic school provides adequate space and privacy for the mental health therapist. No facility requirements are foreseen.

HEALTH CARE

Hospital Facilities and Personnel

There is one hospital in Kimball County located in the city of Kimball. The service area for this hospital encompasses Kimball County and extends into eastern Wyoming around Pine Bluffs and Albin, the northeast portion of Colorado, and the southern portion of Banner County, Nebraska. The facility is owned and operated by Kimball County.

The hospital has 30 acute care beds and six bassinets. According to the Hospital Administrator the Hospital is experiencing a general downward trend in occupancy. The average occupancy rate in 1984 was approximately 39%, down from 52% for 1983. In 1983 the Hospital had average daily census of 17.2 patients. In 1984, this average dropped to 11 patients per day.

There are two family practice physicians on the hospital staff. In addition, there are three board surgeons located in Scottsbluff and Cheyenne, as well as a urologist and an orthopedic surgeon available on an as-needed basis. The Hospital is currently attempting to retain the services of a cardiologist in Cheyenne who would be in Kimball one day every two weeks. Additional specialists (i.e., cardiologists, pediatricians, etc.) are available from Cheyenne, Scottsbluff, and Denver as required. High-risk pregnant mothers are transported to Denver and burn patients are sent to St. Elizabeth's in Omaha. The Kimball County Hospital is tied into the Denver and Greeley Flight for Life system.

The hospital employs 12 RN's, three LPN's, and 10 nurse's aides (not all full-time). Other professional health care personnel include four registered lab technicians, one nurse anesthesiologist who works out of Scotts Bluff County, a part-time registered PT, and a consulting dietician. Services available include X-ray, surgery, laboratory, cardiac unit, obstetrics, diagnostic ultrasound, and a nursery.

The Kimball County Hospital is an important asset to Kimball. No reductions in levels of service are anticipated at this time. However, there is some concern in the community that the Hospital's vital services may eventually be lost due to a declining county tax base.

Emergency Medical Services

Emergency transport is provided by Kimball County Ambulance Service which has 10 trained EMT's. Three of the ambulance service EMT's are taking entry level paramedic training. The Fire Department also has an ambulance available as a backup unit. The ambulance service is located four blocks from the hospital, and provides 24-hour radio dispatch service. Two of the RN's at the hospital teach CPR and advanced coronary life support classes. Kimball County is tied into the 911 emergency phone service.

County Health Department

There is no county health department in Kimball County. One of the family practice physicians also serves as the county physician. The hospital coordinates some of the traditional public health functions including prenatal classes, blood pressure clinics for senior citizens, and free immunization clinics. A volunteer home health service comprising six to eight nonprofessional individuals is supervised by an RN and coordinated by the hospital.

Nursing Home

Kimball Manor Nursing Home is the only extended care facility available in the county. This facility is County-owned and operated; it includes 70 intermediate care beds and six domiciliary (board and room) beds. The average occupancy is currently 98%. Occupancy has been relatively stable

over the past five years; fluctuating between 93 and 98% of capacity. The service area covers Kimball and Banner counties, with a few patients from Cheyenne County. There are no physicians on staff; each resident has his or her own doctor. Nursing staff includes four RN's and four LPN's. Additional professional personnel include a part-time degreed social worker, eight core staff members, an activity director, and a consulting dietician two times per month. A speech therapist, a physical therapist, and an occupational therapist are available on a consulting basis. Total staff for the facility is approximately 60 employees, many part-time.

Kimball Manor owns land adjacent to its existing facility on which the Administrator believes a small retirement community should be built. It would consist of independent living units with care available if needed.

Dentists

There are two dentists located in Kimball County. Additional dental services are available in Scottsbluff, Nebraska, and Cheyenne, Wyoming.

Projected Health Care Service

Health care service levels in Kimball County are not forecast to be significantly affected in the immediate future by the projected decrease in County population. However, continued declines in County population and numbers of patients will make it increasingly difficult to maintain facilities and services at current levels. At the same time, the shift to a more elderly population in Kimball County may require more facilities to meet their needs, since Kimball Manor Nursing Home is currently operating at capacity.

GENERAL GOVERNMENT

Kimball County Government

Kimball County government is administered by the County Board of Commissioners and other elected officials. The present Board consists of three Commissioners elected at large to four-year terms. Commission meetings are held twice per month (on the first and third Mondays). Commissioner compensation was recently raised to \$7,000 per year per members.

In addition to the Commissioners there are also several elected officials in Kimball County government. The County Clerk, Registrar of Deeds, and Clerk of the District Court is a combined office; the Treasurer, Assessor, Sheriff, County Attorney, Surveyor, and two judges are also elected. In addition to these elected officials, the Highway Superintendent, Weed Superintendent, and Civil Defense Director are appointed.

The existing organization for Kimball County government has, with two exceptions, remained constant for some time. The two substantive changes have been the creation of the position of Civil Defense Director and the elimination of Welfare Department employees as a County responsibility as of July 1, 1983.

With the exception of the transfer on July 1, 1983 of four administrative employees to state payroll, Kimball County government employment has

remained relatively constant over the past 20 years. Present staffing is 51 persons; in 1963 Kimball County employed 50 persons. Barring major changes in funding, no changes in employment are foreseen in the future.

Capital facilities for general government in Kimball County consist mainly of the County Courthouse and County shops. Space is considered adequate to meet existing and near-term County needs.

Capital equipment owned by Kimball County is weighted heavily towards vehicles and equipment used by the Kimball County Highway Department for road and bridge maintenance. Nearly all units are considered to be in good condition.

Due to projected relative stability in populations and revenues for Kimball County no major changes in government organization, staffing, or capital facilities/equipment are foreseen.

Kimball City Government

The City of Kimball, incorporated in 1895, presently has a mayor-council form of government. The Mayor is elected by popular vote to a four-year term. The City employs a City Administrator who has served since 1958 and as City Engineer since 1955.

Council members are elected at large to staggered four-year terms. Council tenure currently averages about four years per member. A Council meeting is held every two weeks. The Board of Public Works oversees the activities of the City's municipal utility departments and there are several other boards and commissions.

Although seasonal employment by the City of Kimball results in as many as 55 employees or more in the summer, permanent employment is steady at 39 employees.

General government facilities are housed almost entirely within the City Hall and City shop.

The City of Kimball equipment and vehicle fleet illustrates the diversity of services that the City provides. In addition to police and fire vehicles, there is a substantial inventory of street and utility department vehicles and equipment. Although condition varies from fair to excellent, overall the capital equipment and inventory including scheduled replacements is considered to be in good condition and adequate for work required.

No major changes in organization or staffing level have been made in the recent past and no major changes are foreseen at this time. Administrative space is considered adequate although there is little room available in the City Hall for any additional staff, if required. Shop space in the City of Kimball is considered barely adequate to meet existing needs.

LIBRARY

Library services available to residents of both the city and county include the Kimball Public Library and the library resources of the 11-county western Nebraska Panhandle Network through the Panhandle Library Network system.

Kimball Public Library

Kimball Public Library space, books, and staff are adequate for the county and city population. An inadequate library budget constrains development of new services. The library is funded by the City of Kimball, but is open to all county residents. It was built in 1966 with an addition in 1976. The facility is in good condition and there is some capacity for expansion within the existing structure.

The existing library staff is working at or above capacity and the number of library users is increasing. Additional programs which the Director would like to provide are not feasible given the limited library staff. However, no additions to staff are contemplated due to budget constraints.

The Library Director works in close cooperation with local school libraries to coordinate book, material, and equipment purchases for optimization of budget allocations. The Kimball County High School library is open to the public, and provides supplemental library services to county residents. The primary mission of the school library is to support school curricula.

Panhandle Library Network System

The Panhandle Library Network system was initiated in 1969 to support library resource provision and service development in the 11-county Panhandle region. The system receives funds from the Nebraska Library Commission. Recently funded programs include reference services available to all member libraries, Inter-Library Loan access to all book collections in the state through the Nebraska Union Catalog Books by Mail Service, books for the blind and physically handicapped, and library service and information workshops for library staff.

PARKS AND RECREATION

The City of Kimball owns, operates, and maintains parks and an outdoor swimming pool within its incorporated limits. The City has no formal parks and recreation department.

The County and the City of Kimball work cooperatively in Operating and maintaining the parks and recreation facility southeast of Kimball on Highway 30. The facility is owned by the City and administered by the Board of Park Commissioners.

Parks and recreation services are not currently considered in formal governmental planning efforts. The area does not have a master plan for parks and recreation, nor subdivision regulations requiring parkland dedications or fees in lieu of land.

Recreation

Recreational activity diversity in the area has remained stable over the last several years. This is considered significant since Kimball's population dipped by more than 30% between 1970 and 1980.) Recreational opportunities include golf, tennis, softball, baseball, swimming, basketball, picnicking, playground activities, archery, and trapshooting. Even though

no activity participation statistics are available to document overall trends, local officials indicate that ballpark activities, golf, and swimming are the most popular recreational activities.

Kimball's 25-meter pool was constructed contiguous to Gotte Park at a cost of \$307,000 and has been in operation for four years. The park and recreation facility southeast of Kimball on Highway 30 is a centralized recreation area containing: four ball fields, two of which are lighted; an archery range; a trapshooting range; a nine-hole golf course; two tennis courts; and maintenance and storage buildings.

The facility has enough undeveloped acres of land that, if public demand and fiscal resources made it plausible, another nine-hole golf course could be added to the existing course.

Parks

Kimball has two developed parks totaling 21 acres. No undeveloped or dedicated parkland has been set aside, nor has additional parkland acquisition or development been planned or budgeted. Locally perceived park-related problems focus on a reduction in services due to budget constraints and problems engendered by vandalism.

Special Use Facilities

The county fairgrounds constitutes a 10-acre special use facility commonly scheduled for 4-H and Future Farmers of America Competitions.

Other Recreational Opportunities

Within the area there are a number of other recreation programs and facilities provided by other public agencies and private enterprise. These include Kimball County High School District No. 1, the Senior Citizens Center, Kimball's Episcopal Church, the public library, and a number of commercial recreation opportunities.

The South Platte Natural Resource District manages one of the county's most popular outdoor recreation sites, Oliver Reservoir. The recreation site situated nine miles west of Kimball has become popular with residents from Nebraska, Wyoming, and Colorado. The reservoir area consists of 980 acres of land, of which approximately 272 acres are water. Recreational opportunities include fishing, water skiing, boating, swimming, camping, picnicking, playground activities, hiking, and nature study.

Recreation facilities operated in support of school programs have been opened to public recreational use on a limited basis. The high school gymnasium and weight room are open to interested parties at times not conflicting with school activities for basketball, volleyball, and training with weights. An inventory of facilities owned by the County School District includes gymnasiums at the high school and junior high school. Joint use programs between the public schools and the City are difficult to arrange because of heavy facility use by school programs.

The Senior Citizens Center of Kimball offers a number of activities for senior citizens including noon meals, a musical band, and numerous arts and crafts classes. These activities are funded through donations and tax dollars.

The Episcopal Church of Kimball and the public library also offer recreational opportunities. The church operates and maintains a lighted tennis court for public use. The library offers a summer reading program.

Commercial recreation facilities in the Kimball area include an eight-lane bowling alley, a private golf club, one indoor movie theater, and a drive-in theater. The small number of indoor recreational opportunities in Kimball is seen as an economic disadvantage to the community.

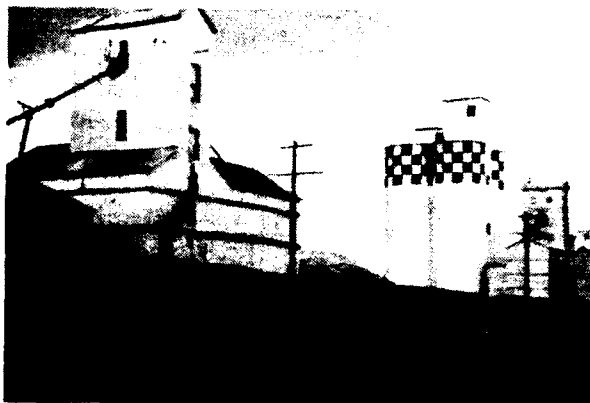
Projected Level of Service

The community has adequate parks and recreation services for its existing population and is experiencing some difficulty in maintaining existing facilities due to declining population and tax base. Kimball's parks and recreation facilities could be developed into a strong economic asset to the community as well as a public amenity. However, it appears that unless a commitment is made, a declining population will eventually result in a deteriorating system due to a declining capability to fund services.

COMMUNITY SERVICES AND FACILITIES OBJECTIVES

- Maintain and improve local availability and quality of services and facilities to enhance the local quality of life and attract area consumers into Kimball.
- Respond to the specialized needs of the increasing senior citizen population in Kimball.
- Take advantage of the community's quality services and facilities such as Kimball's schools, to attract new growth and development.
- Overcome economic disadvantages posed by inadequate services and facilities such as Kimball's few indoor recreation and cultural facilities, by developing and attracting facilities that will draw people into Kimball.

TRANSPORTATION



TRANSPORTATION

ROADS AND HIGHWAYS

The city of Kimball is situated in a rural area 40 miles west of Sidney on Interstate 80 which forms the backbone of east-west travel in the region. The center of Kimball is located one mile north of Interstate 80 at the intersection of U.S. Highway 30 (Federal Aid Primary and Secondary) which parallels the interstate, and State Highway 71 (Federal Aid Primary) which extends from eastern Colorado north through Scottsbluff and to South Dakota. State Highway 71 (Chestnut Street in the city) serves as the traditional main business street in Kimball as well as the city's main link to I-80. Access to the Interstate is also possible via U.S. 30 at an interchange east of Kimball. The local road network consists of U.S. 30 and State Highway 71, which are two-lane, two-way paved roads, and several other paved and gravel roads. The intersection of U.S. 30 and State Highway 71 is controlled by traffic signals. The Union Pacific Railroad traverses the town on the north side. The State Highway 71 underpass has a low clearance (13'6") at the northern end of the Central Business District. An at-grade crossing is located at Jackson and County Road 245 on the eastern side.

There was a modest increase in traffic on Highway 71, north of Kimball, between 1979 and 1983; 1983 average daily counts totaled 2,195; 18% of this volume was heavy vehicles. 1983 average daily traffic counts on Interstate 80 were 3,650 east bound and 3,900 west bound. 40% of this traffic was heavy vehicles.

AVERAGE OF ALL DAILY TRAFFIC COURTS:
TOTAL VEHICLES AND HEAVY VEHICLES ONLY
KIMBALL MARKET AREA

| Kimball Vicinity | -----1979----- | | -----1981----- | | -----1983----- | |
|------------------|-------------------|---------------------------|-------------------|---------------------------|-------------------|---------------------------|
| | Total Vehicles | Heavy Vehicles Only | Total Vehicles | Heavy Vehicles Only | Total Vehicles | Heavy Vehicles Only |
| State Route 71 | | | | | | |
| N of Kimball | 2,020 | 360 | 2,195 | 400 | 2,195 | 400 |
| S of Kimball | 1,630 | 400 | 1,420 | 385 | 1,400 | 360 |
| I-80 | | | | | | |
| E of Kimball | 4,700 | 1,605 | 3,640 | 1,560 | 3,650 | 525 |
| W of Kimball | 3,920 | 1,580 | 3,510 | 1,555 | 3,900 | 494 |
| U.S. 30 | | | | | | |
| E of Kimball | 900 | 95 | 1,635 | 150 | 1,880 | 170 |
| W of Kimball | 1,085 | 120 | 1,005 | 110 | 1,105 | 115 |

SOURCE: Traffic Flow Map of the State Highways.
Department of Roads, State of Nebraska.

AVIATION

Kimball Municipal Airport is located three miles south of town at an elevation of 4,948 feet. It is operated by an airport manager and overseen by a city airport authority. Kimball has about 25 single engine and four multi-engine based aircraft with approximately 7,500 annual operations. Runway 11/29 is 3,750 feet long by 75 wide with asphalt pavement and runway lights. Runways 5/23 and 17/35 are 2,500 and 2,100 feet long, respectively, and 170 feet wide. Both are turf runways.

There are no scheduled commercial operations at the airport.

Kimball Municipal Airport is underutilized at present and with a projected 6% growth rate would still only have 12,000 operations per year.

The airport authority has recently completed a master plan study for the airport which has received approval by the State. The aim of the proposal is to extend the present main runway length to 6,200 feet, install a jet fuel storage facility and increase hangar space. Should these improvements be constructed, then Kimball Airport will become more attractive to aircraft which do not use the airport due to the short runway length and aircraft operations will increase.

State and federal aviation agencies would pay 93% of the project's estimated \$2,125,000 cost if local governments would pay the remaining 7%, or about \$149,000.

The Kimball Airport Authority is exploring the possibility of joint City/County ownership which would provide more feasible and equitable funding for the facility.

With the increased competition of smaller air taxis and air carriers and the expansion of service to smaller communities, it is possible that Kimball could be added to the Scottsbluff - Cheyenne - Denver route by one of the air carriers.

RAILROADS

The UP operates a major double track line extending from Council Bluffs, Iowa, to Salt Lake City, Utah which passes through the northern portion of Kimball. This line carries over 30 million annual gross tons of freight and is also classified as a route required for defense.

Coal dominates commodities transported through the area, predominantly in a west to east direction. Other major commodities are farm and food products. Much of the coal traffic originates in Wyoming. Nebraska is considered a "bridge" state, meaning most rail operations are through traffic with only a small percentage of the operations originating or terminating in the state. After large increases in shipments between 1978 and 1980 due to coal production, UP shipments have been decreasing slightly. There are approximately 19 through trains per day in each direction.

Current railroad operations involving Kimball are relatively infrequent pick-ups of raw agricultural products. An average of two 50 car trains of grain are shipped from Kimball per month. Kimball's oil boom generated extensive local railroad activity. However, current oil shipments are handled by truck. There is a low-clearance underpass on Highway 71 at the rail-line and a grade crossing on Jackson Street and County Road 245 east of the city.

Future trends in mainline shipments through the area will depend on the general economic conditions and competition among the other transcontinental modes of travel.

Based on recent trends and discussions with rail officials, it can be assumed that rail activity on the system as it presently exists would remain reasonably stable within existing capacity.

PUBLIC TRANSPORTATION

Greyhound's Route 558 serves Kimball. The line has four round trips daily from Chicago, Illinois to Salt Lake City, Utah.

TRANSPORTATION OBJECTIVES

- Develop the street and highway system to adequately meet the transportation needs of community residents.
- Accommodate traffic passing through Kimball on Highways 71 and 30 while minimizing community disruption.
- Take advantage of economic opportunities provided by travelers on the major routes through Kimball.
- Develop the Kimball Airport to better serve the community as a vital facility for local business operations.

•Enhance the ability of the railroad to serve community interests by serving those Kimball industries which can take advantage of the railroad, while minimizing the negative impacts of the rail traffic.

UTILITIES



UTILITIES

WATER

Kimball owns and operates six production wells ranging in depth from 120 to 370 feet. The two largest of these wells produce 700 gallons per minute (gpm), and the smallest produces 200 gpm. Total pumping capacity is 2,620 gpm, according to a recent engineering report (Olsson Associates 1983). If all six wells were operated 24 hours per day, they could produce 3.77 mgd to meet short-term peak demands. However, several of the wells pump air or sand when operating at capacity, therefore they must be operated at a reduced rate. As a result, the City's peak capacity is approximately 3.15 mgd. On a long-term basis, the system's capacity is approximately 1.61 mgd.

The water is pumped into the distribution system (four to 14-inch pipes and 1.0 million gallons [MG] of storage in a single tank) without treatment. Water pressures in town range from 60 to 70 pounds per square inch (psi).

Current usage ranges from 150 to 400 gpcd and averages about 280 gpcd over the entire year. Customers include the city's residents and about 150 persons south of the city limits, for a total service population in 1983 of 3,290. Therefore, average usage today is about 0.92 mdg ($3,290 \times 280$). Hence, excess capacity on a peak-day basis (assuming a peak-day to average-day ratio of 3:1) is 0.39 mdg. Also on a peak-day basis, the excess capacity means that 464 additional persons could be served ($390,000 \text{ gal} / 280 \times 3$).

The water delivery system in Kimball is run by four employees. The annual (1983) budget is \$225,000. Water rates for residential customers are a flat rate of \$6.50 per month for the first 2,000 gallons, \$0.60 per 1,000 gallons, \$0.40 per 1,000 for the next 20,000 gallons, and \$0.30 for 1,000 gallons over 50,000.

The average household (customer) uses 23,400 gallons of water per month (280 gpcd x 2.75 x 365/12). The average bill, therefore, is \$16.54 per month, based on the rate schedule quoted above. Yearly revenue from water sales to residential customers is about \$236,700.

WASTE WATER

Kimball operates a two-year old extended aeration plant designed for 0.576 million gallons per day (mgd) and 7,240 people (80 gallons per capita per day [gpcd]). The plant now serves the city's population plus 150 people in outlying areas, a total of 3,290 people. Records indicate that the plant now receives between 0.284 mgd and 0.41 mgd on an average day, which indicates that current unit flow rates are between 87 and 125 gpcd. If an in-between, nominal value of 100 gpcd were assumed for both current and future unit flows, the plant could serve 5,760 people. This means there is excess capacity for 2,470 additional people (5,760-3,290).

The plant, which discharges to Lodgepole Creek north of the city, receives its flow through a 12-inch intercepting sewer from the city. Many other smaller sewers are connected to the interceptor. The major portion of the City's sewer system is clay pipe. Although 70% of the system was laid 60 to 70 years ago, it remains in "fair" condition, according to the City Administrator.

A \$10 tap-in fee is charged for new connections. Current customers are charged a flat monthly service charge of \$3.39 per household plus \$0.34 per 1,000 gallons. (It can be assumed that the sewage flows are not metered and that this charge is computed as part of the water delivery charge, a fairly standard practice, since the water supplied to each house is metered.) Thus, the average monthly charge to the roughly 1,200 homes (3,290/2.75) is \$3.49 (\$3.39, plus 275 gal/home x \$0.34 per 1,000 gal = \$3.39 + \$0.09). The annual revenue to the City for waste collection and treatment is \$50,112 (\$3.48/mo-home x 1,200 homes x 12 mo/yr).

SOLID WASTE DISPOSAL

The City of Kimball, Nebraska, does not operate a public solid waste collection system. It contracts with a private firm (Western Salvage) which serves all residents and business (100 commercial accounts) with one 18 cubic-yard (cy) rear-loading compactor vehicle and one 30 cy side-loading vehicle. These are owned and maintained by Western Salvage. Collections are performed with one-man crews on a once-a-week basis with additional collections available on demand.

An average of eight to nine truckloads of waste is deposited weekly at the City-owned sanitary landfill which is also operated under private contract with Kimball. This landfill, located approximately one mile west of the city, covers 98 acres, of which 80 acres are available for landfilling. This is a newly opened landfill accepting all forms of household and commercial wastes, construction debris, discarded appliances such as refrigerators

and stoves, tires, and vegetative wastes. No chemical, industrial, toxic, or hazardous wastes are accepted for disposal. Cover material is readily available at the site. It is expected that under current operating levels this site will have capacity for 40 to 50 years. The landfill is ringed by a security fence with a control gate.

The workforce necessary to operate the solid waste system includes one employee of Western Salvage (collection), one employee for landfill operations (private contract), and one administrative officer (Kimball). Fees for residential collection are \$6.00 per month per residence with a separate fee structure for commercial generators and individuals disposing directly at the landfill.

STORMWATER

Kimball has a number of 15 to 30-inch storm drains and a concrete ditch to the north of town designed for 20-year events. In the southwest part of town, sewers occasionally become clogged with sediment, and an annual cleaning program is underway.

The developed area of Kimball would experience a peak runoff rate in a two-year storm of 450 cubic feet per second (cfs). Eight equivalent 60-inch outfalls would be necessary to drain the entire city, and three 60-inch outfalls or the equivalent would be required to drain the commercial part of town.

While 0.9 inch per hour was computed from regional data to be the two-year rainfall intensity for Kimball, other weather data for gauges near Pine Bluffs indicate that the one-hour, two-year storm equals 0.99 inch of rain. The 100-year rainfall over a 24-hour period would be 3.8 inches. Hence, larger events than the design rainfall used here are possible.

TELEPHONE

Telephone service in Kimball is provided by United Telephone Company of the West. There were about 2,191 telephone customers in Kimball in 1984. This was down from 2,231 in 1983. Business lines in Kimball were up slightly from 565 in 1983 to 569 in 1984. The central office (in Kimball) has capacity for approximately 160 additional customers.

ELECTRIC

The City of Kimball owns a 9,300 kilowatt electrical generating plant and has a "non-firm" contract with the Nebraska Municipal Power Pool, the city's chief wholesale electricity supplier. The Nebraska Municipal Power Pool (NMPP) was formed as a nonprofit corporation in 1975. NMPP serves all or a portion of the power needs of 34 municipalities. In 1981, all NMPP power contractors were assigned to the Municipal Energy Agency of Nebraska (MEAN). MEAN is a political subdivision of the State of Nebraska which provides power supply, energy transmission, and exchange of electrical power to its member municipalities. MEAN contracts with five large regional generating systems for the purchase of wholesale power for distribution to its members. There has been a 124% increase in power sales between 1980 and 1982 and further rapid growth is expected. Nearly 400,000 MWh were sold in 1982 at an average of 2.7¢ per kWh (NMPP 1982).

The Kimball Electric Department had 1,700 customers in 1982 and an annual consumption of 20 million kilowatt hours. Average residential monthly cost was \$35.43. Electrical hookups were down from 1,676 residential hookups in 1983 to 1,624 in 1984. However, NMPP has forecast a 15% increase in Kimball electrical consumption to nearly 21 million kWh by 1990. Peak demand is also projected to increase by 15% to 4.7 MW. The growth in new residential customers will stay constant at about four per year, except for 1984. Major system improvements consist of a new 10,000 kilovolt ampere (kVA) substation and six miles of 115 kilovolt (kV) powerline.

The Kimball electrical system has supported past populations 25% higher than at present and would be able to adequately serve significant future population increases.

NATURAL GAS

Natural gas for Kimball is supplied by the Kansas/Nebraska Energy Co. Inc. K/N obtains its gas supply for its customers along the North Platte Valley from gasfields located in the Powder River Basin in central Wyoming. K/N Energy of Kimball reported a total of 1,402 residential gas hookups in January 1985, a slight decrease from 1,423 in 1984. However, hookups in 1984 were up from 1,377 in 1983. K/N reported a slight increase of commercial hookups for the year with 274 in January 1985 compared to 265 in January 1984. K/N has projected that Kimball will experience increases of 20 to 25% in natural gas consumption between 1983 and 1990.

Based on existing and projected availability of natural gas in the area, and the capacity of the local supplier, significant new growth could be adequately served.

UTILITIES OBJECTIVES

- Maintain the ability to efficiently provide utility services to meet existing community needs.
- Make provisions to logically expand utility systems as new growth and development occurs.
- Take advantage of Kimball's utility services to help attract new industrial development.

**ECONOMIC AND
COMMUNITY DEVELOPMENT STRATEGIES**



ECONOMIC AND COMMUNITY DEVELOPMENT STRATEGIES

Introduction

Historically, Kimball has reacted to economic events. Temporary effects of oil and gas activity and missile development have created some local wealth and have stimulated a modest amount of permanent economic activity. Accelerated oil and gas and missile construction activity may occur again due to events beyond Kimball's control.

There are a number of economic development strategies that appear market viable, if the community elects to pursue them. The intent of these strategies is to help diversify the local economy, facilitate local economic recovery, and aid the community to become less vulnerable to economic boom and bust activity.

Competitive Advantages and Disadvantages

The adopted economic development strategy should build on the community's competitive advantages and either correct or minimize its competitive disadvantages. A summary of major competitive advantages and disadvantages is presented below:

Competitive Advantages

Sales tax exemption from business inventories and equipment sales

Central location...within 500 miles of 7.5 million people

Adjacent to Interstate 80

"Competitive" labor rates

Acclaimed elementary and secondary school system

Relatively inexpensive housing stock

Latent resident labor supply

Competitive Disadvantages

Inadequate air service

Lack of skilled labor

Relatively high property taxes

Relatively shallow aquifer

Inadequate indoor recreation and cultural facilities

Entrance Treatment Improvements

There are an average of 3,900 vehicles traveling I-80 daily, including 1,500 cars and light trucks. Kimball is not visible to highway travelers; many remain unaware that lodging, restaurants and stores are available. Travelers need to be "invited" to Kimball with:

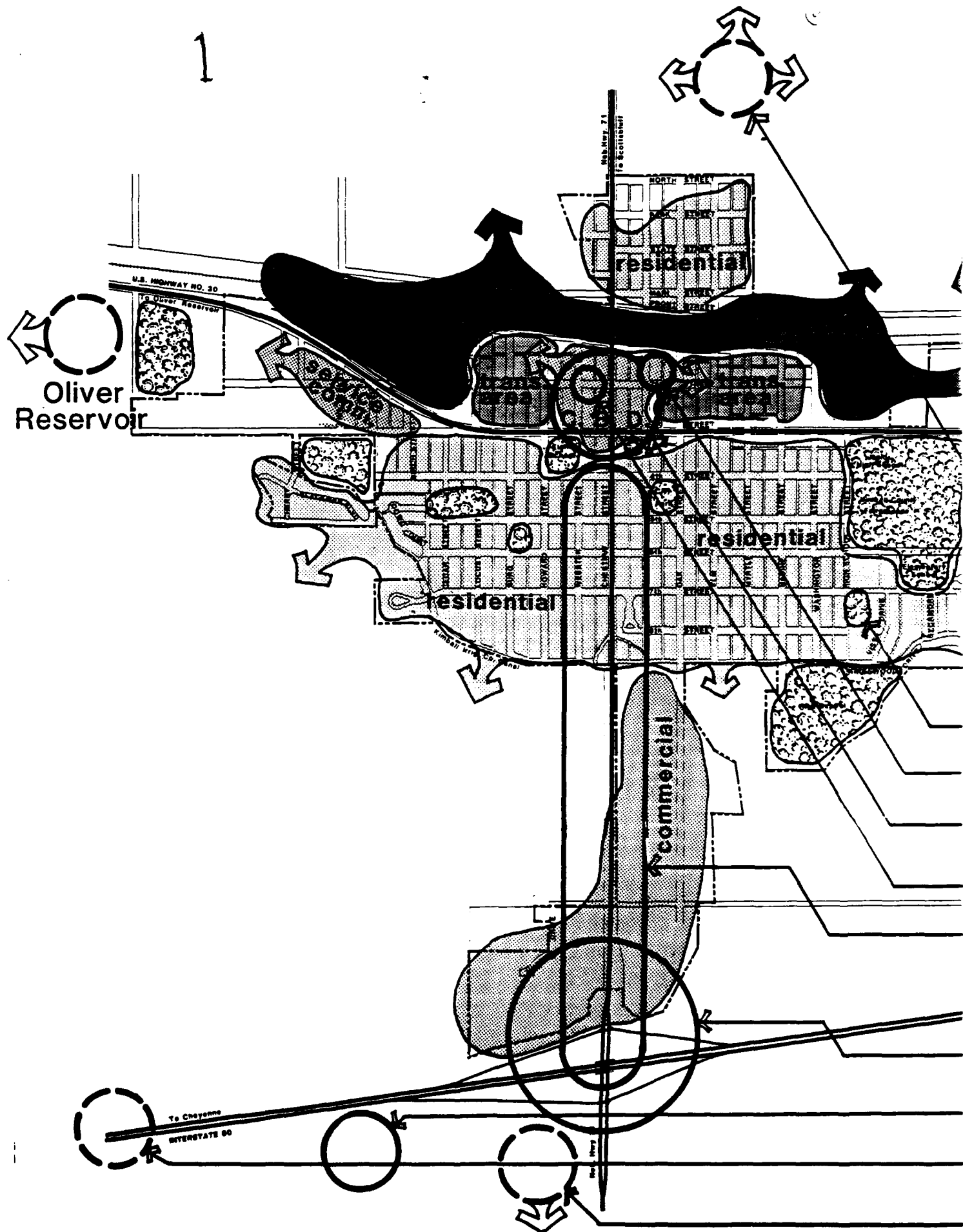
- .an attractive entrance treatment(s)
- .possible development of a business loop through the City
- .adequate signage to guide the traveler to Kimball
- .good traveler brochures which list restaurants, lodging, stores, activities, and points of interest

Travel and Tourism

Kimball does not have outstanding tourist attractions in close proximity to the city. However, tourist attractions that are available can be enhanced.

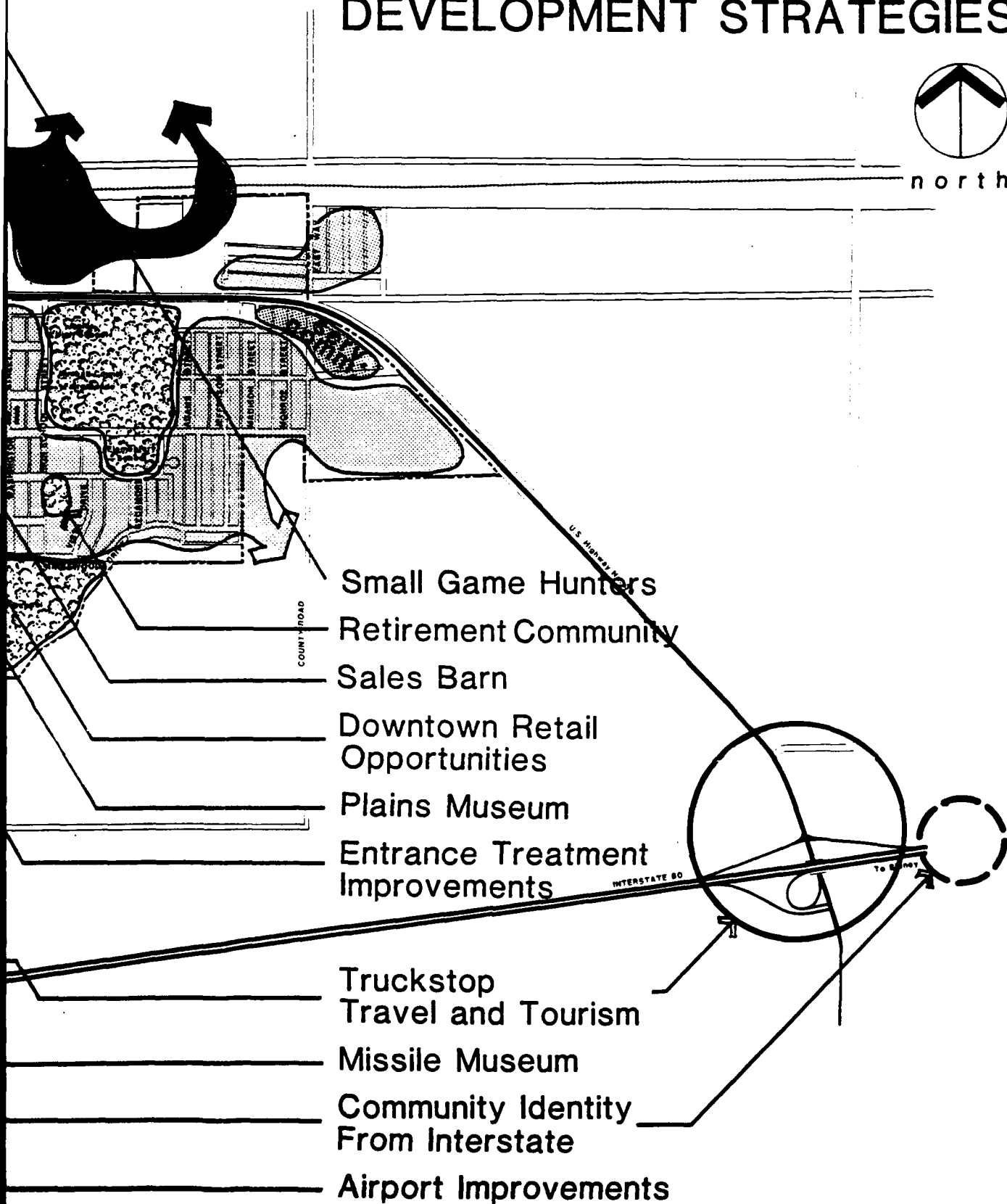
- .the "scenic highway" corridor to Scottsbluff and the Black Hills (197 miles from Kimball) should be advertised more effectively;
- .promotion of Oliver Reservoir, recently assigned to the State to manage, should be enhanced;

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n o r t h



.opportunities to expand the Plains Museum and/or develop another special interest museum focused around oil and gas, railroad, missile, pioneer or Indian heritage should be explored;

.meal and retail store coupons distributed at area motels and wayside areas should be considered as a means to attract more business to Kimball merchants.

Revenues collected by the 1 percent lodging tax should be used either to develop entry signage to Kimball or to develop a local brochure outlining traveler-oriented businesses or to promote regional tourist attractions.

Small Game Hunters

During the Fall, Kimball attracts approximately 4,100 resident hunters, including many eastern Nebraskans, and 2,100 non-resident hunters. Opportunities to organize hunting outings, package room and meals for hunting groups and sponsor retail sales should enhance use of existing lodging, restaurant and retail outlets

Truck Stop

Full-service truck stops have not been developed in Nebraska in part because of higher state gasoline prices. Gas tax in Nebraska is \$0.149 per gallon; the Wyoming tax is \$0.08 per gallon; the Colorado tax is \$0.12 per gallon.

The difference is \$6.90 on 100 gallons. If Kimball merchants could develop a technique to "rebate" some or all of the difference, via coupons, "free" meals or some similar service, then a full service truck stop should be a viable business.

Trucks entering Nebraska "light" to minimize their weight bill may be particularly attracted to a Kimball area truck stop.

Downtown Retail Opportunities

There is a significant volume of retail trade leakage from trade area residents purchasing goods and services outside of Kimball. Although the Kimball trade area is relatively modest in scale, there are a number of retail opportunities that are not offered in downtown Kimball and appear to be market viable. These include, but are not limited to, development of a coffee shop and/or full service restaurant, gift store, book store, indoor athletic facility.

Establishing these and other retail businesses in the downtown core will not only improve the shopping experience of Kimball residents, but also foster cross-purchasing at other retail establishments and help improve the visual appearance of downtown by filling in empty spaces with activity.

Reopening the Sales Barn

Historically, Tuesdays, "sale barn day," was a day of increased retail activity. Ranchers who came into the City to sell livestock would also use the occasion to shop. Although the Kimball Sale Barn was never a large volume operation (4,700 to 1,200 head of livestock annually over the last few years), most perceive it was an economically viable one and that it bolstered the local economy by stimulating retail sales.

Currently, Kimball and adjacent county ranchers travel to Sterling or Scottsbluff to sell cattle. Early indications are that these ranchers would prefer a Kimball location and would use a Kimball facility, if provided.

Consideration should be given to reestablishing a sale barn either at its former location or another location, if this site is not workable.

Retirement Community

The only population segment in the Kimball area that has been increasing over the last few decades is people 65 and over. In the City of Kimball itself, this trend is more pronounced. Many farmers and ranchers who live in the area during their working lives elect to retire in the City. In addition, many city residents elect to stay in Kimball rather than relocating. Some older residents do maintain a permanent home in Kimball and a winter home in a warmer climate such as Arizona or Mexico. These senior citizens are among the most affluent and the least affluent members of the community.

There are 24 units of rent-assisted (FmHA #515) housing for elderly; all units are occupied and there is a waiting list. There are no housing units for senior citizens.

There appears to be a market opportunity to construct market-rate housing for senior citizens. Features that are particularly attractive to seniors include:

- .one-story living area;
- .no or little yard maintenance;
- .covered (or enclosed) parking;
- .close to City activities;
- .2-bedroom, 2-bath units.

An estimated 7-15 units in a modest price range (\$45,000 to \$55,000) and 7-15 units in a higher price range (\$60,000 to \$75,000) might be considered. This development should not require government assistance.

In addition, there might be opportunity to develop seniors housing that provides some form of congregate care and nursing services, but less extensive services than the nursing home.

Kimball Airport

Convenient transportation has historically been among Kimball's strongest assets.

The inadequacy of the Kimball airport is currently a deterrant to conducting business conveniently. Lenders and oil and gas operators in particular need to conduct business in Kimball from distant locations. The inconvenience of flying to Scottsbluff or Sidney and driving to Kimball deters some activity.

Although improving the airport will not induce new economic development independently it should enhance existing business operations and provide a strong economic asset in Kimball's efforts to attract new businesses.

IMPLEMENTATION

The programs which have been articulated above can only be achieved through a strong commitment from both the public and private sectors. The margin for error in a fragile economy such as Kimball's is very small. It will be important, therefore, that each program that is undertaken is properly supported both from a human and fiscal resource base. It will be far better for the community to undertake a few well supported efforts than to try to undertake many partially supported programs. A concentration on the expansion of tourist related industries will provide the most immediate broadening of the community's economic base. In this regard special attention and planning should immediately be given to the community entrance points at the I-80 interchanges.

The efforts which have already begun regarding the establishment of a "missile museum" near the I-80 interchange need to be actively pursued. A strategic plan for the establishment of this facility and assignment of responsibilities needs to be prepared. Both public and private sector participation in this effort will be necessary. Associated facilities and land uses should be planned at the same time as the primary facility. Lodging and tourist related establishments need to be actively involved in this program. The County Tourism Board also needs to become involved in this process.

A related effort which can be undertaken simultaneously is "The Community Entrance Program." By more clearly signing the facilities and attractions which Kimball has to offer an increase in tourist activities can be expected.

The Kimball retail merchants need to clearly establish a sense of unity in their merchandising. An attitude of "cooperative competition" needs to be established. A formal retailing structure through a mechanism such as a Business Improvement District should be established. This will permit not only a means of financing physical improvements to the downtown area but also can provide the means for an effective management structure.

Agricultural sales of both livestock and grains should be re-established in the Kimball area. A joint planning effort with the Agricultural Extension Service and appropriate state agencies should be undertaken. The community has already begun to move in this direction by providing the legal means for the livestock sales barn to reopen. Further and continued efforts in this direction will help to re-establish Kimball as an agricultural trade center for the southern panhandle area.

The people, businesses and government of Kimball have the ability and resources to insure the future of the community. Only through a concerted effort, which will require some personal and fiscal sacrifices, can the community expect to insure a prosperous community for future generations. It is evident from the facts presented in this report that the goals the community has set for itself are within the realm of physical and fiscal reality. Political leadership will determine their achievement.

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